



FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

**Finance Committee
AGENDA**

January 21, 2022

**FINANCE COMMITTEE MEETING
AGENDA
January 21, 2022**

- | | |
|---|---------------------------|
| 1. Meeting Minutes Approval <ul style="list-style-type: none">• November 19, 2021 | Sean Peasely |
| 2. Financials <ul style="list-style-type: none">• December 2021 | Dolores Daly/Matt Langley |
| 3. YUSA Financial Benchmark Report | Dolores Daly |



FOR YOUTH DEVELOPMENT
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**Finance Committee
MINUTES**

November 19, 2021

**FINANCE COMMITTEE MEETING
MINUTES
November 19, 2021**

Present: Sean Peasley, Juliette Meunier, Jeff McBride, Dolores Daly, Christine Salas, Matt Langley, Amy Scott

Absent: Brian Constable, Ryan Fessler

1. Approval of Meeting Minutes - Sean Peasley

- September 17, 2021
- Sean asked if everyone reviewed and if there were any questions
- Juliette motioned to approve minutes
- Minh seconded the motion
- Ryan voted to approve via email
- Approved; no nays or abstentions

2. Financials Month ending August 31, 2021 - Dolores Daly/Matt Langley

- Operations Financial Narrative
- Dolores gave an overview highlighting the following:

Operations Performance in October and YTD to Budget and PY:

October Revenue was \$3.2M, which was \$326k/ 11.24% above budget, \$1.4M above PY

- October revenue includes \$379K in Emergency Funding from ERTC credits received.
- October Membership revenue totaled \$416K and was (\$146K)/ (25.9%) below budget and \$59K/16.6% above PY.
- October Child Care Revenue totaled \$1.4M and was (\$175k)/(11.97%) below budget and \$432k/142% above PY.

YTD Revenue is \$24.8M which is \$60K/.24% above budget and \$5.1M above PY and 67.06% of YTD Pre-Covid Revenue (2019)

- YTD CYD revenue is \$12.3M (\$348K)/(2.8%) below budget and \$1.8M/ 17.55% over PY and 62.59% of pre-Covid revenue (2019)
- YTD Membership revenue is \$3.6M/ (\$1.2M)/(25%) below budget and \$358K/11% above PY and MB revenue is 57.28% of Pre-Covid MB revenue.

Wages and Benefits

- October Wages and Benefits were over budget by 10.14%. This includes \$76k in additional costs made with the ETRC Q1 credits received. Some of the changes include increases to the starting wage of \$15 per hour, compression adjustments based on the starting wage increase, premium pay rates for staff that could work the CUSD contract and afterschool program, additional hours/positions at the

branches to focus on growth. Salary and Wages were 46.58% of revenue compared to a 47.04% budget.

- YTD Wages and Benefits were \$294K/ 2.18% above budget and ran 53.28% of total revenue against a 54.60% budget.

Flex and Fixed Expenses

- October flex expenses were \$97K/ 27% above budget and ran 14.36% of revenue against a 12.63% budget. October overages were due to an unbudgeted Adventure Guide event expenses. The cost was offset by revenue. YTD flex expenses were \$263K below budget and ran 13.62% of revenue against a 14.72% budget.
- October fixed expenses were \$51K/ 12.15% over budget and ran 14.65% of revenue against a 14.53% budget. The overage was primarily due to the inaccurate recognition of Property/Liability Insurance expense throughout the year. We will see the same expense in November and December. YTD fixed expenses are \$272K/6.37% below budget and ran 16.09% of revenue against a 17.23% budget.

Operating Net

- October Operating Net was \$457K, which was \$35K below budget. \$379K was from Emergency Funding.
- YTD Operating Net is \$1.8M, which is \$874k above budget.

Finance Notes:

Net Income

- YTD net income was budgeted at (\$1M) loss, however YTD actuals have come in at \$500k net gain, \$1.5M better than budget. The 2021 budget projected a (\$758k) net income loss however, without reprojecting the final 2-months of 2021, we project to end the year with a \$775k net profit.

Non-Operating Expenses

- Non-operating YTD costs were budgeted at (\$2M) loss, however better than expected changes in valuations on investments, \$1.3M YTD, offset by loss on sales of assets, (\$812k) loss YTD, has reduced the YTD non-operating loss to (\$1.4M). As past performance is no guarantee of future results, it should be noted that our investments can adversely change value and negatively affect our bottom line.

Cash Flow

- October cash flow from operations was (\$668k) with a net cash reduction of (\$2M) for the month. In Q3 we deferred \$359k payroll taxes which we paid to the IRS in October and is included in the labor expense line. We paid off the \$1.3M Fullerton renovation loan along with the \$2.7M Association Office loan in October. We incurred \$40k in early payment penalties however our interest expense will decrease by \$13.5k per month. We also drew a \$2.75M loan from our Fidelity lending facility in October. YTD cash flow from operations is (\$1.3M) loss with YTD net cash flow at \$7.2M gain.

Income Statement **see following pages

YMCA of Orange County
Statement of Financial Position-Fund 1
10/31/2021

Balance Sheet			Balance Sheet		
Year End	YTD Change		1 Year Ago	Prior Mo.	Current Mo.
12/31/2020			10/31/2020	9/30/2021	10/31/2021
ASSETS					
		Current Assets			
17,071,286	11,487,009	Total Current Assets	16,166,976	29,965,288	28,558,295
4,144,392	(4,883,355)	Total Other Assets	6,031,533	(3,788,941)	(738,963)
<u>\$21,215,678</u>	<u>\$6,603,654</u>	Total Assets	<u>\$22,198,509</u>	<u>\$26,176,347</u>	<u>\$27,819,332</u>
LIABILITIES AND NET ASSETS					
		Current Liabilities			
3,615,386	5,314,339	Total Current Liabilities	5,533,067	10,693,044	8,929,725
2,093,109	796,801	Total Long-Term Liabilities	2,012,834	159,690	2,889,910
5,708,495	6,111,140	Total Liabilities	7,545,901	10,852,734	11,819,635
15,507,183	492,514	Total Net Assets	14,652,608	15,323,613	15,999,697
<u>\$21,215,678</u>	<u>\$6,603,654</u>	Total Liabilities And Net Assets	<u>\$22,198,509</u>	<u>\$26,176,347</u>	<u>\$27,819,332</u>
Cash & Investments Footnote:					
2,667,724	7,229,787	Available Operating Cash	2,924,654	11,913,215	9,897,511
11,758,136	1,589,123	Investments	10,613,442	13,015,046	13,347,259

YMCA of Orange County
 Association Summary by Minor Account
 For the Ten Months Ending Sunday, October 31, 2021
 Association's Operating Summary

October					YTD								
<i>Actual</i>	<i>Budget</i>	<i>Act vs Bud Variance</i>	<i>Prior Year</i>	<i>Act vs Prior Yr Variance</i>	<i>Actual</i>	<i>% Rev</i>	<i>Budget</i>	<i>% Rev</i>	<i>Act vs Bud Variance</i>	<i>Prior Year</i>	<i>Act vs Prior Yr Variance</i>	<i>Annual Budget</i>	
Revenue													
\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0110 Contributions-Unrestricted	\$0.00	0.00%	\$0.00	0.00%	\$0.00	\$1,125.00	(\$1,125.00)	\$0.00
0.00	0.00	0.00	0.00	0.00	0115 Contributions-Restricted	87,855.79	0.35%	12,152.00	0.05%	75,703.79	101,611.29	(13,755.50)	12,152.00
379,468.07	0.00	379,468.07	44,102.45	335,365.62	0116 Emergency Funding Revenue	1,483,725.02	5.97%	0.00	0.00%	1,483,725.02	961,039.79	522,685.23	0.00
23,920.00	8,273.00	15,647.00	8,124.50	15,795.50	0120 Cont-Fndtn/Trusts	110,717.29	0.45%	187,453.00	0.76%	(76,735.71)	71,767.36	38,949.93	202,300.00
0.00	0.00	0.00	2,098.05	(2,098.05)	0190 Contribution/Transfer fr Other NP's	32,722.76	0.13%	0.00	0.00%	32,722.76	28,579.43	4,143.33	0.00
5,389.14	18,410.00	(13,020.86)	9,023.75	(3,634.61)	0210 Annual Campaign	738,993.30	2.97%	710,868.00	2.87%	28,125.30	811,833.23	(72,839.93)	747,888.00
7,195.00	0.00	7,195.00	0.00	7,195.00	0599 Special Event	187,860.00	0.76%	238,386.00	0.96%	(50,526.00)	(30.36)	187,899.36	238,386.00
90,916.20	0.00	90,916.20	0.00	90,916.20	0840 Contract Services Revenue	416,542.30	1.68%	0.00	0.00%	416,542.30	84,000.00	332,542.30	0.00
8,004.66	7,875.00	129.66	6,303.64	1,701.02	0910 City Funding	84,128.05	0.34%	62,205.00	0.25%	21,923.05	52,435.14	31,692.91	72,955.00
0.00	0.00	0.00	0.00	0.00	0920 Food Program	0.00	0.00%	21,721.00	0.09%	(21,721.00)	0.00	0.00	21,721.00
270,250.22	212,542.00	57,708.22	156,548.39	113,701.83	0931 Government Grant Income-Restricted	1,460,336.06	5.88%	1,774,064.00	7.16%	(313,727.94)	1,420,660.98	39,675.08	2,155,273.00
108,652.17	133,438.00	(24,785.83)	106,880.76	1,771.41	1001 Adult Membership	1,066,104.53	4.29%	1,283,826.00	5.18%	(217,721.47)	821,033.21	245,071.32	1,540,467.00
55,930.53	95,917.00	(39,986.47)	56,710.07	(779.54)	1002 Couple Membership	542,057.79	2.18%	827,907.00	3.34%	(285,849.21)	499,721.50	42,336.29	1,008,707.00
56,405.25	58,639.00	(2,233.75)	30,911.73	25,493.52	1007 3rd Party Memberships	464,938.66	1.87%	468,483.00	1.89%	(3,544.34)	310,092.48	154,846.18	578,699.00
10,412.50	11,920.00	(1,507.50)	9,822.54	589.96	1014 College/Student Memsrshp	122,510.71	0.49%	113,906.00	0.46%	8,604.71	70,013.44	52,497.27	136,762.00
240.00	2,494.00	(2,254.00)	27.00	213.00	1017 Daily	1,201.00	0.00%	21,612.00	0.09%	(20,411.00)	6,680.00	(5,479.00)	26,800.00
1,080.00	556.00	524.00	1,260.00	(180.00)	1018 Seniors Membership	10,935.00	0.04%	6,146.00	0.02%	4,789.00	11,703.66	(768.66)	7,215.00
177,698.30	250,405.00	(72,706.70)	142,706.16	34,992.14	1019 Family Membership	1,422,784.62	5.72%	2,132,770.00	8.60%	(709,985.38)	1,517,570.52	(94,785.90)	2,620,422.00
5,915.00	9,434.00	(3,519.00)	8,595.00	(2,680.00)	1020 Single Parent Family	62,321.73	0.25%	88,860.00	0.36%	(26,538.27)	97,974.88	(35,653.15)	107,728.00
33,077.27	33,971.00	(893.73)	20,520.78	12,556.49	1101 Adventure Guides Program Fees	244,986.40	0.99%	236,830.00	0.96%	8,156.40	230,576.29	14,410.11	304,772.00
(5.83)	(9.00)	3.17	0.00	(5.83)	1122 AG Employee Discount	(11.66)	(0.00%)	(106.00)	(0.00%)	94.34	(76.68)	65.02	(203.00)
222,276.27	91,050.00	131,226.27	81,532.55	140,743.72	1123 Y Adventure Guides Event	996,177.99	4.01%	677,115.00	2.73%	319,062.99	502,960.06	493,217.93	834,490.00
10,972.05	12,239.00	(1,266.95)	6,621.92	4,350.13	1210 Facility Rental	84,544.51	0.34%	109,440.00	0.44%	(24,895.49)	89,945.41	(5,400.90)	132,118.00
11,025.00	15,182.00	(4,157.00)	10,867.50	157.50	1247 Membership Joining Fee	185,393.52	0.75%	211,362.00	0.85%	(25,968.48)	150,590.00	34,803.52	239,354.00
0.00	200.00	(200.00)	0.00	0.00	1274 Misc. Product Sales	0.00	0.00%	1,280.00	0.01%	(1,280.00)	2,500.00	(1,300.00)	1,380.00
0.00	14,400.00	(14,400.00)	0.00	0.00	1311 Resident Camp	85,092.00	0.34%	134,100.00	0.54%	(49,008.00)	0.00	85,092.00	157,200.00
90,365.00	3,975.00	86,390.00	0.00	90,365.00	1316 Camp User Group	447,055.00	1.80%	67,800.00	0.27%	379,255.00	0.00	447,055.00	71,775.00
1,095.99	9,500.00	(8,404.01)	4,422.00	(3,326.01)	1371 New Horizons Camp	45,997.37	0.19%	77,500.00	0.31%	(31,502.63)	57,655.80	(11,658.43)	100,000.00
52,281.64	67,500.00	(15,218.36)	20,785.05	31,496.59	1374 Regional Center	410,510.36	1.65%	515,500.00	2.08%	(104,989.64)	269,023.89	141,486.47	655,000.00
4,150.00	1,100.00	3,050.00	9,207.41	(5,057.41)	1410 Child Care Admin Reg Fee	486,933.58	1.96%	354,475.00	1.43%	132,458.58	248,757.41	238,176.17	356,350.00
1,493,869.81	1,667,036.00	(173,166.19)	1,048,420.57	445,449.24	1420 Child Development Fees	12,219,833.74	49.17%	12,678,584.00	51.14%	(458,750.26)	10,526,145.80	1,693,687.94	15,869,132.00
(30,379.05)	(25,089.00)	(5,290.05)	(20,810.04)	(9,569.01)	1421 CC Multi-Child Discounts	(256,878.31)	(1.03%)	(227,255.00)	(0.92%)	(29,623.31)	(204,068.99)	(52,809.32)	(277,353.00)
(5,917.50)	(6,234.00)	316.50	(7,455.84)	(1,538.34)	1422 Employee Discounts	(62,967.22)	(0.25%)	(71,137.00)	(0.29%)	8,169.78	(55,927.78)	(7,039.44)	(83,605.00)
(13,645.00)	(840.00)	(12,805.00)	0.00	(13,645.00)	1423 ASES Discounts	(41,355.00)	(0.17%)	(4,920.00)	(0.02%)	(36,435.00)	(12,580.00)	(28,775.00)	(6,600.00)
2,330.00	3,930.00	(1,600.00)	1,390.00	940.00	1508 Kidzone	102,844.75	0.41%	110,784.00	0.45%	(7,939.25)	18,374.00	84,470.75	124,473.00
41,318.88	38,628.00	2,690.88	23,299.23	18,019.65	1518 Strength Training	220,600.96	0.89%	302,540.00	1.22%	(81,939.04)	168,457.33	52,143.63	372,699.00
0.00	0.00	0.00	0.00	0.00	1525 Referee	0.00	0.00%	0.00	0.00%	0.00	1,061.00	(1,061.00)	0.00
13,511.15	5,279.00	8,232.15	2,439.90	11,071.25	1535 Fitness Programs	76,613.68	0.31%	50,649.00	0.20%	25,964.68	75,247.80	1,365.88	56,133.00
13,756.00	19,882.00	(6,126.00)	(1,467.70)	15,223.70	1540 Sports Programs	375,340.48	1.51%	426,459.00	1.72%	(51,118.52)	249,550.04	125,790.44	452,789.00
72,191.73	66,000.00	6,191.73	22,328.13	49,863.60	1550 Aquatics Program	718,835.15	2.89%	76,240.15	0.30%	642,595.00	168,663.02	550,172.13	715,476.00
5,635.00	4,381.00	1,254.00	(125.00)	5,760.00	1575 Training	32,504.75	0.13%	53,153.00	0.21%	(20,648.25)	27,009.25	5,495.50	66,409.00
0.00	19,000.00	(19,000.00)	0.00	0.00	1601 Youth In Government	0.00	0.00%	40,250.00	0.16%	(40,250.00)	68,212.50	(68,212.50)	78,250.00
22,708.15	57,472.00	(34,763.85)	9,537.88	13,170.27	1625 Community Programs	302,882.73	1.22%	574,720.00	2.32%	(271,837.27)	278,636.93	24,245.80	689,664.00
(18,136.00)	(4,717.00)	(13,419.00)	(11,192.34)	(6,943.66)	1712 Promotions	(172,559.54)	(0.69%)	(142,930.00)	(0.58%)	(29,629.54)	(144,751.29)	(27,808.25)	(155,582.00)
(332.00)	(728.00)	396.00	(431.00)	99.00	1720 Complimentary Memberships	(3,466.00)	(0.01%)	(8,444.00)	(0.03%)	4,978.00	(4,076.32)	610.32	(9,900.00)
1,222.00	653.00	569.00	948.00	274.00	1801 Miscellaneous	27,030.39	0.11%	32,030.00	0.13%	(4,999.61)	57,410.16	(30,379.77)	33,636.00
1,425.00	50.00	1,375.00	825.00	600.00	1807 Returned Item/NSF Fee	11,850.00	0.05%	550.00	0.00%	11,300.00	9,925.00	1,375.00	625.00
3,850.00	50.00	3,800.00	1,757.84	2,092.16	1815 Misc. Fundraising	20,529.76	0.08%	500.00	0.00%	20,029.76	12,975.66	7,554.10	600.00
3,230,122.60	2,903,764.00	326,358.60	1,806,535.88	1,423,586.72	Net Revenue Totals	24,854,054.00	100.00%	24,793,783.00	100.00%	60,271.00	19,660,007.84	5,194,046.16	30,256,557.00
Expense													
1,504,690.02	1,366,209.00	(138,481.02)	1,179,446.01	(325,244.01)	Salary and Wages	13,241,982.28	53.28%	13,536,472.00	54.60%	294,489.72	12,096,477.28	(1,145,505.00)	16,272,254.00
1,018.35	0.00	(1,018.35)	0.00	(1,018.35)	2160 Bonus Pay	7,061.04	0.03%	0.00	0.00%	(7,061.04)	0.00	(7,061.04)	0.00
0.00	10,216.00	10,216.00	0.00	0.00	2175 Temporary - Agencies	36,843.31	0.15%	13,216.00	0.05%	(23,627.31)	14,671.92	(22,171.39)	35,216.00
145,459.48	32,545.00	(112,914.48)	7,381.86	(138,077.62)	2220 Retirement Plan Premiums	582,441.44	2.34%	179,418.00	0.72%	(403,023.44)	446,766.10	(135,675.34)	246,950.00
34,095.57	45,639.00	(11,543.43)	35,942.50	1,846.93	2245 Employee Insurance Benefits	342,965.93	1.38%	454,915.00	1.83%	(111,949.07)	496,681.31	153,715.38	546,141.00
110,655.85	100,254.00	(10,401.85)	86,730.97	(23,924.88)	2310 FICA	970,548.15	3.90%	1,015,999.00	4.10%	(45,450.85)	894,506.38	(76,041.77)	1,216,004.00
11,402.68	10,255.00	(1,147.68)	6,825.79	(4,576.89)	2320 Unemployment Insur Prem	99,790.60	0.40%	101,556.00	0.41%	(1,765.40)	563,007.87	463,217.27	122,079.00
28,729.32	57,997.00	(29,267.68)	29,911.27	1,181.95	2330 Worker's Compensation	317,167.45	1.28%	576,462.00	2.33%	(259,294.55)	349,185.90	32,018.45	692,613.00
1,836,051.27	1,623,115.00	(212,936.27)	1,346,238.40	(489,812.87)	Wages and Benefits Total Expense	15,598,800.20	62.76%	15,878,038.00	64.04%	279,237.80	14,861,296.76	(737,503.44)	19,131,257.00
3,878.30	5,937.00	(2,058.70)	2,858.19	(1,020.11)	2510 Office/Misc Supplies	36,914.24	0.15%	58,595.00	0.24%	(21,680.76)	40,982.61	4,068.37	70,415.00
6,306.97	10,768.00	(4,461.03)	5,366.78	(940.19)	2520 Maintenance/Janitorial Supplies	55,475.18	0.22%	109,216.00	0.44%	(53,740.82)	74,027.72	18,552.54	130,614.00
3,209.38	5,397.00	(2,187.62)	3,089.01	(120.37)	2560 Food & Bev	32,767.93	0.13%						

11,629.24	22,429.00	10,799.76	7,965.19	(3,664.05)	2845 Facility Maintenance	212,594.72	0.86%	260,455.00	1.05%	47,860.28	190,206.73	(22,387.99)	305,155.00
4,918.38	1,786.00	(3,132.38)	2,621.25	(2,297.13)	2930 Equipment Repairs/Maint	26,666.04	0.11%	23,556.00	0.10%	(3,110.04)	24,385.98	(2,280.06)	27,795.00
20,919.39	31,216.00	10,296.61	4,526.90	(16,392.49)	3012 Promo & Advertising	193,504.53	0.78%	324,501.00	1.31%	130,996.47	190,701.98	(2,802.55)	389,522.00
730.50	1,235.00	504.50	340.35	(390.15)	3013 Community Development	9,907.93	0.04%	24,453.00	0.10%	14,545.07	10,773.89	865.96	28,729.00
0.00	3,394.00	3,394.00	0.00	0.00	3110 Campaign Supplies & Recog.	7,411.45	0.03%	33,894.00	0.14%	26,482.55	15,833.90	8,422.45	34,386.00
0.00	0.00	0.00	0.00	0.00	3130 Campaign Printing Costs	0.00	0.00%	0.00	0.00%	0.00	14,093.80	14,093.80	0.00
3,339.64	4,341.00	1,001.36	1,880.48	(1,459.16)	3210 Mileage Reimbursement	19,046.58	0.08%	43,653.00	0.18%	24,606.42	29,410.90	10,364.32	52,276.00
6,032.24	5,067.00	(965.24)	8,899.32	2,867.08	3320 Staff Development/Training	52,321.94	0.21%	69,504.00	0.28%	17,182.06	44,273.72	(8,048.22)	79,508.00
389.28	1,371.00	981.72	43.13	(346.15)	3328 Travel Expense	3,901.09	0.02%	8,049.00	0.03%	4,147.91	6,077.68	2,176.59	8,479.00
485.75	100.00	(385.75)	0.00	(485.75)	3336 Volunteer Recog/Training	10,918.29	0.04%	14,535.00	0.06%	3,616.71	2,390.99	(8,527.30)	15,635.00
5,419.31	3,695.00	(1,724.31)	446.32	(4,972.99)	3337 Staff Recognition	24,971.97	0.10%	71,085.00	0.29%	46,113.03	33,433.94	8,461.97	91,409.00
4,848.87	4,879.00	30.13	912.05	(3,936.82)	3340 Meeting Expense	29,056.19	0.12%	42,267.00	0.17%	13,210.81	26,287.83	(2,768.36)	54,440.00
4,917.49	4,226.00	(691.49)	4,596.55	(320.94)	3360 Dues & Subscriptions	56,679.38	0.23%	51,446.00	0.21%	(5,233.38)	44,922.05	(11,757.33)	64,050.00
26,464.25	13,384.00	(13,080.25)	28,294.59	1,830.34	3418 Adv Guide Event Exp	168,332.11	0.68%	98,421.00	0.40%	(69,911.11)	107,987.98	(60,344.13)	124,269.00
82,833.68	65,908.00	(16,925.68)	30,178.70	(52,654.98)	3425 Program Expense	516,943.72	2.08%	623,223.00	2.51%	106,279.28	334,103.07	(182,840.65)	759,094.00
184,536.60	86,750.00	(97,786.60)	44,429.71	(140,106.89)	3429 Admission/Prog. Venue Costs	1,061,369.27	4.27%	739,420.00	2.98%	(321,949.27)	488,725.25	(572,644.02)	888,340.00
619.58	9,365.00	8,745.42	29.09	(590.49)	3459 Staff Uniforms	37,128.78	0.15%	44,999.00	0.18%	7,870.22	5,953.61	(31,175.17)	54,064.00
0.00	0.00	0.00	0.00	0.00	3482 Accreditation Expense	953.00	0.00%	0.00	0.00%	(953.00)	0.00	(953.00)	1,971.00
24,981.78	27,432.00	2,450.22	14,355.00	(10,626.78)	3492 Nutrition	170,937.68	0.69%	276,382.00	1.11%	105,444.32	152,861.75	(18,075.93)	329,812.00
0.00	0.00	0.00	0.00	0.00	3520 Transportation	77,667.27	0.31%	104,331.00	0.42%	26,663.73	8,527.07	(69,140.20)	110,806.00
1,261.86	0.00	(1,261.86)	699.75	(562.11)	3915 Misc. Fundraising Expense	11,294.29	0.05%	0.00	0.00%	(11,294.29)	8,041.19	(3,253.10)	0.00
3,273.80	1,536.00	(1,737.80)	1,713.46	(1,560.34)	4320 Employment Advertising	34,105.18	0.14%	36,753.00	0.15%	2,647.82	16,659.89	(17,445.29)	39,968.00
18,465.92	11,977.00	(6,488.92)	5,547.94	(12,917.98)	4360 Hiring Costs	76,960.25	0.31%	83,747.00	0.34%	6,786.75	38,851.39	(38,108.86)	107,593.00
930.41	884.00	(46.41)	0.00	(930.41)	5050 Equipment/Asset Purchases	12,830.41	0.05%	18,362.00	0.07%	5,531.59	20,131.01	7,300.60	19,455.00
653.63	1,585.00	931.37	1,975.89	1,322.26	5310 Write-off Bad Debt	42,534.05	0.17%	16,030.00	0.06%	(26,504.05)	48,108.81	5,574.76	24,720.00
463,981.22	366,632.00	(97,349.22)	210,375.79	(253,605.43)	Flex Expenses Sub-Total	3,386,014.12	13.62%	3,648,885.00	14.72%	262,870.88	2,407,227.47	(978,786.65)	4,380,432.00
9,306.00	22,500.00	13,194.00	4,364.38	(4,941.62)	2410 Legal Fees	132,167.14	0.53%	225,000.00	0.91%	92,832.86	99,398.96	(32,768.18)	270,000.00
3,550.00	0.00	(3,550.00)	0.00	(3,550.00)	2415 Audit Fees	41,776.50	0.17%	55,000.00	0.22%	13,223.50	41,400.00	(376.50)	60,000.00
20,721.00	9,000.00	(11,721.00)	3,984.22	(16,736.78)	2450 Consulting Fees	151,337.50	0.61%	96,689.00	0.39%	(54,648.50)	203,987.72	52,650.22	114,689.00
45,314.24	64,195.00	18,880.76	52,958.62	7,644.38	2480 DP Service/Maint Conract	521,409.55	2.10%	603,516.00	2.43%	82,106.45	696,017.47	174,607.92	698,501.00
86,587.87	95,372.00	8,784.13	85,224.82	(1,363.05)	2810 Facility Rent	863,223.88	3.47%	954,179.00	3.85%	90,955.12	884,324.45	21,100.57	1,146,423.00
3,811.89	2,919.00	(892.89)	4,560.29	748.40	2811 Facility Rent Offsite Storage	36,529.01	0.15%	35,272.00	0.14%	(1,257.01)	34,793.38	(1,110.63)	41,110.00
0.00	120.00	120.00	0.00	0.00	2820 Bldg Licenses & Permits	364.00	0.00%	803.00	0.00%	1,021.50	657.50	972.00	0.00
38,546.50	37,582.00	(964.50)	38,126.94	(419.56)	2831 Electricity	342,206.35	1.38%	366,382.00	1.48%	24,175.65	300,800.74	(41,405.61)	433,517.00
9,454.24	6,533.00	(2,921.24)	3,905.99	(5,548.25)	2832 Gas	90,130.66	0.36%	93,527.00	0.38%	3,396.34	60,736.09	(29,394.57)	111,302.00
4,516.01	4,545.00	28.99	4,700.73	184.72	2833 Water and Sewer	46,683.24	0.19%	59,352.00	0.24%	12,668.76	53,758.37	7,075.13	71,343.00
3,337.80	3,101.00	(236.80)	2,815.73	(522.07)	2834 Refuse Collection	29,770.33	0.12%	30,489.00	0.12%	718.67	30,107.57	337.24	36,591.00
6,059.06	4,648.00	(1,411.06)	4,361.00	(1,698.06)	2843 Landscape Maint	48,935.03	0.20%	49,733.00	0.20%	797.97	51,271.16	2,336.13	62,185.00
15,273.47	5,184.00	(10,089.47)	2,964.04	(12,309.43)	2844 Contracted Maintenance	71,467.57	0.29%	50,608.00	0.20%	(20,859.57)	109,057.89	37,590.32	60,432.00
6,196.54	8,052.00	1,855.46	6,660.80	464.26	2849 Pool Repairs & Maintenance	84,905.46	0.34%	79,251.00	0.32%	(5,654.46)	68,273.27	(16,632.19)	94,199.00
1,251.35	16.00	(1,235.35)	139.01	(1,112.34)	2850 Real And Personal Taxes	4,259.34	0.02%	8,722.00	0.04%	4,462.66	10,397.94	6,138.60	11,074.00
9,668.48	9,713.00	44.52	13,682.76	4,014.28	2870 School Fees	73,587.51	0.30%	73,923.00	0.30%	335.49	93,136.46	19,548.95	92,527.00
99,825.93	33,131.00	(66,694.93)	41,213.00	(58,612.93)	2880 Property/Liability Insurance	340,013.93	1.37%	273,532.00	1.10%	(66,481.93)	425,280.00	85,266.07	335,900.00
8,692.00	8,692.00	0.00	11,280.00	2,588.00	2885 SIR Expense	67,786.72	0.27%	72,072.00	0.29%	4,285.28	116,737.00	48,950.28	88,422.00
11,384.57	14,318.00	2,933.43	11,715.39	330.82	2911 Equipment Lease/Rental	128,931.43	0.52%	142,835.00	0.58%	13,903.57	143,248.27	14,316.84	171,528.00
0.00	0.00	0.00	0.00	0.00	3426 Program Enhancements	69.42	0.00%	0.00	0.00%	(69.42)	1,488.46	1,419.04	0.00
0.00	0.00	0.00	0.00	0.00	3433 Special Funding/Grant Expenses	185.54	0.00%	0.00	0.00%	(185.54)	4,397.25	4,211.71	0.00
3,383.11	3,658.00	274.89	10,629.75	7,246.64	3486 Program License & Permits	88,976.38	0.36%	112,353.00	0.45%	23,376.62	95,965.57	6,989.19	119,040.00
3,046.67	2,497.00	(549.67)	2,476.00	(570.67)	3510 Vehicle Insurance	25,519.67	0.10%	27,220.00	0.11%	1,700.33	25,074.00	(445.67)	32,214.00
3,526.50	3,473.00	(53.50)	1,356.69	(2,169.81)	3541 Veh License/Gas/Repair	36,936.92	0.15%	30,213.00	0.12%	(6,723.92)	25,017.47	(11,919.45)	36,507.00
0.00	0.00	0.00	91.50	91.50	3610 Cash Over/Short	18.84	0.00%	0.00	0.00%	(18.84)	78.64	59.80	0.00
2,906.56	2,555.00	(351.56)	3,219.86	313.30	3620 Bank Fees	28,289.27	0.11%	25,812.00	0.10%	(2,477.27)	28,638.92	349.65	30,979.00
35,478.82	40,826.00	5,347.18	24,496.87	(10,981.95)	3625 Credit Card Eft Proc Fees	309,470.37	1.25%	350,290.00	1.41%	40,819.63	261,551.97	(47,918.40)	426,725.00
0.00	0.00	0.00	5.97	5.97	3640 Late/Financing Charges	165.50	0.00%	0.00	0.00%	(165.50)	930.84	765.34	0.00
(183.42)	0.00	183.42	0.00	183.42	3645 Uncoded Works Trans	0.00	0.00%	0.00	0.00%	0.00	0.00	0.00	0.00
1,229.65	1,426.00	196.35	1,084.33	(145.32)	3660 Courier Service - Regular	10,875.92	0.04%	14,039.00	0.06%	3,163.08	10,680.26	(195.66)	17,501.00
(42.01)	0.00	42.01	0.00	42.01	3690 Misc Admin Expense	363.13	0.00%	1,430.00	0.01%	1,066.87	3,936.60	3,573.47	1,475.00
0.00	0.00	0.00	0.00	0.00	3698 Contributions - Other NP	2,562.50	0.01%	500.00	0.00%	(2,062.50)	11,500.00	8,937.50	500.00
31,709.00	31,709.00	0.00	17,073.00	(14,636.00)	3710 Fair Share	270,383.00	1.09%	270,383.00	1.09%	0.00	225,352.00	(45,031.00)	330,246.00
2,676.60	2,016.00	(660.60)	0.00	(2,676.60)	3899 Special Event Expense	115,141.14	0.46%	97,291.00	0.39%	(17,850.14)	494.57	(114,646.57)	97,291.00
0.00	430.00	430.00	5.84	5.84	3912 Sales Tax	6.40	0.00%	849.00	0.00%	842.60	154.67	148.27	849.00
6,014.17	3,759.00	(2,255.17)	526.38	(5,487.79)	5051 Computer Hdwtr/Stwr	34,666.18	0.14%	69,951.00	0.28%	35,284.82	54,430.44	19,764.26	79,324.00
473,242.60	421,970.00	(51,272.60)	353,623.91	(119,618.69)	Fixed Expenses Sub-Total	3,999,115.33	16.09%	4,271,216.00	17.23%	272,100.67	4,173,439.90	174,324.57	5,073,366.00
2,773,275.09	2,411,717.00	(361,558.09)	1,910,238.10	(863,036.99)	Total Operating Expenses	22,983,929.65	92.48%	23,798,139.00	95.98%	814,209.35	21,441,964.13	(1,541,965.52)	28,585,055.00
456,847.51	492,047.00	(35,199.49)	(103,702.22)	560,549.73	Operating Net	1,870,124.35	7.52%	995,644.00	4.02%	874,480.35	(1,781,956.29)	\$3,652,080.64	1,671,502.00
(80,758.66)	(98,030.00)	17,271.34	(113,361.01)	32,602.35	2890 Depreciation Expense	(874,908.06)	(3.52%)	(982,699.00)	(3.96%)	107,790.94	(1,166,582.12)	291,674.06	(1,168,603.00)
(8,352.32)	(5,717.00)	(2,635.32)	(5,398.69)	(2,953.63)	5215 Interest Expense-External	(47,180.71)	(0.19%)	(58,760.00)	(0.24%)	11,579.29	(54,157.75)	6,977.04	(72,013.00)
(70,135.93)	(67,259.00)	(2,876.93)	(50,004.86)	(20,131.07)	0399 Scholarships Awarded	(644,690.42)	(2.59%)	(691,020.00)	(2.79%)	46,329.58	(407,072.70)	(237,617.72)	(817,938.00)
0.00	(2,083.00)	2,083.00	0.00	0.00	0355 Cares/PDF Funding Alloc	0.00	0.00%	(20,834.00)	(0.08%)	20,834.00			

55,458.98	0.00	55,458.98	0.00	55,458.98	2250 Vacation Accrual Expense	(204,402.87)	(0.82%)	0.00	0.00%	(204,402.87)	0.00	(204,402.87)	0.00
(3,264.45)	(5,000.00)	1,735.55	(6,719.52)	3,455.07	3630 Investment Fees	(36,262.86)	(0.15%)	(50,000.00)	(0.20%)	13,737.14	(35,748.77)	(514.09)	(60,000.00)
(9,768.52)	(20,833.00)	11,064.48	0.00	(9,768.52)	3694 Other OneTime/NonRecurring Exp	(127,527.73)	(0.51%)	(208,334.00)	(0.84%)	80,806.27	0.00	(127,527.73)	(250,000.00)
0.00	(20,833.00)	20,833.00	0.00	0.00	3696 Strategic Initiative Costs	(63,434.00)	(0.26%)	(208,334.00)	(0.84%)	144,900.00	0.00	(63,434.00)	(250,000.00)
(13.35)	0.00	(13.35)	(12,652.12)	12,638.77	3697 One-Time Non-Recurring (COVID-19 Expense)	(19,512.30)	(0.08%)	0.00	0.00%	(19,512.30)	(829,785.91)	810,273.61	0.00
179,961.34	(204,931.00)	(384,892.34)	(314,702.87)	(494,664.21)	Total Non-Operating Expenses	(1,372,289.10)	(5.52%)	(2,030,356.00)	(8.19%)	(658,066.90)	(3,804,245.26)	(2,431,956.16)	(2,429,891.00)

\$636,808.85	\$287,116.00	\$349,692.85	(\$418,405.09)	\$1,055,213.94	Net Outcome	\$497,835.25	2.00%	(\$1,034,712.00)	(4.17%)	\$1,532,547.25	(\$5,586,201.55)	\$6,084,036.80	(\$758,389.00)
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Balance Sheet

YMCA of Orange County Statement of Financial Position-Fund 1 10/31/2021

Balance Sheet		Balance Sheet		
Year End	YTD Change	1 Year Ago	Prior Mo.	Current Mo.
12/31/2020		10/31/2020	9/30/2021	10/31/2021
ASSETS				
17,071,286	11,487,009	16,166,976	29,965,288	28,558,295
4,144,392	(4,883,355)	6,031,533	(3,788,941)	(738,963)
\$21,215,678	\$6,603,654	\$22,198,509	\$26,176,347	\$27,819,332
LIABILITIES AND NET ASSETS				
3,615,386	5,314,339	5,533,067	10,693,044	8,929,725
2,093,109	796,801	2,012,834	159,690	2,889,910
5,708,495	6,111,140	7,545,901	10,852,734	11,819,635
15,507,183	492,514	14,652,608	15,323,613	15,999,697
\$21,215,678	\$6,603,654	\$22,198,509	\$26,176,347	\$27,819,332
Cash & Investments Footnote:				
2,667,724	7,229,787	2,924,654	11,913,215	9,897,511
11,758,136	1,589,123	10,613,442	13,015,046	13,347,259

Cash Flow

Young Mens Christian Association - Orange County Cash Flow Statement - Fund 1

For the Period Ending 10/31/2021
Cash at Beginning of Period 11,913,215

Operations	
Cash receipts from	
Childcare revenue	1,790,961
Membership revenue	538,773
Donations/Grants/Misc.	84,100
Cash paid for	
Labor expenses	(2,141,420)
Facility expenses	(352,753)
Operating expenses	(527,931)
Interest expense	(19,525)
Misc.	(39,769)
Net Cash Flow from Operations	(667,564)
Investing Activities	
Cash receipts from	
Sale of property and equipment	950
Sale of investment securities	
Interest earned	2,899
Cash paid for	
Purchase of property and equipment	(35,119)
Purchase of investment securities	
Misc.	
Net Cash Flow from Investing Activities	(31,270)
Financing Activities	
Cash receipts from	
Borrowing	2,750,000
Cash paid for	
Repayment of loans	(4,066,870)
Net Cash Flow from Financing Activities	(1,316,870)
Net Increase in Cash	(2,015,705)
Cash at End of Period	9,897,511

Cash Flow Year to Date

Young Mens Christian Association - Orange County 12-Month Cash Flow

Period Beginning	1/1/21	2/1/21	3/1/21	4/1/21	5/1/21	6/1/21	7/1/21	8/1/21	9/1/21	10/1/21
Period Ending	1/31/21	2/28/21	3/31/21	4/30/21	5/31/21	6/30/21	7/31/21	8/31/21	9/30/21	10/31/21
Cash at Beginning of Period	2,667,724	2,276,026	6,065,099	10,214,303	10,112,930	9,674,353	10,056,609	10,121,047	11,798,235	11,913,215
Cash at End of Period	2,276,026	6,065,099	10,214,303	10,112,930	9,674,353	10,056,609	10,121,047	11,798,235	11,913,215	9,897,511

Operations	Jan'21	Feb'21	Mar'21	Apr'21	May'21	Jun'21	Jul'21	Aug'21	Sep'21	Oct'21
Cash receipts from										
Childcare revenue	1,078,558	910,981	1,026,533	1,093,254	1,463,284	1,826,506	1,645,252	1,650,363	1,691,118	1,790,961
Membership revenue	354,257	439,229	467,345	578,570	589,729	706,521	607,041	679,128	690,084	538,773
Donations/Grants/Misc.	278,115	368,861	268,973	331,884	230,503	340,631	247,048	36,549	686,315	84,100
Cash paid for										
Labor expenses	(1,335,747)	(1,360,303)	(1,315,967)	(1,375,075)	(1,445,178)	(1,387,083)	(1,499,920)	(1,492,240)	(1,854,488)	(2,141,420)
Facility expenses	(218,514)	(228,541)	(217,562)	(227,485)	(250,409)	(256,589)	(269,487)	(340,660)	(304,454)	(352,753)
Operating expenses	(507,895)	(491,950)	(776,749)	(447,532)	(437,955)	(785,009)	(617,630)	(603,734)	(722,726)	(527,931)
Interest expense	(15,117)	(28,724)	(586)	(16,391)	(17,887)	(14,903)	(14,373)	(14,797)	(14,745)	(19,525)
Misc.										(39,769)
Net Cash Flow from Operations	(366,343)	(390,447)	(548,013)	(62,775)	132,088	430,075	97,932	(85,392)	171,105	(667,564)
Investing Activities										
Cash receipts from										
Sale of property and equipment		4,216,960		500		100		1,777,742		950
Sale of investment securities										
Interest earned	90	3	233	3	2,943	1,426	1,474	1,474	3	2,899
Cash paid for										
Purchase of property and equipment	(11,479)	(8,001)	(51,490)	(25,026)	(58,999)	(35,166)	(20,257)	(2,350)	(41,789)	(35,119)
Purchase of investment securities										
Misc.										
Net Cash Flow from Investing Activities	(11,389)	4,208,963	(51,257)	(24,523)	(56,056)	(33,640)	(18,783)	1,776,866	(41,786)	(31,270)
Financing Activities										
Cash receipts from										
Borrowing			4,748,475							2,750,000
Cash paid for										
Repayment of loans	(13,966)	(29,442)		(14,075)	(514,609)	(14,180)	(14,710)	(14,286)	(14,339)	(4,066,870)
Net Cash Flow from Financing Activities	(13,966)	(29,442)	4,748,475	(14,075)	(514,609)	(14,180)	(14,710)	(14,286)	(14,339)	(1,316,870)
Net Cash Flow	(391,699)	3,789,073	4,149,205	(101,373)	(438,577)	382,255	64,439	1,677,188	114,980	(2,015,705)

- Juliette & Sean inquired about staffing, ratios etc
 - Christine noted that staffing is getting better but it's not great, individuals that wanted to stay on were offered a retention bonus and a report showed that we kept all staffing on board through the end of the year.
 - We are surviving and not thriving when it comes to staffing

3. Budgets

- Dolores gave an overview of the following:

Revenue:

Total budgeted revenue is \$35.4M representing 79% of Pre-Covid 2019 revenue and 119% of 2021 revenue. Child Care revenue is \$22.6M representing 87% of 2019 CC revenue and 129% of 2021 projected CC revenue. Child Care accounts for 64% of total projected revenue. Overall membership revenue is budgeted at \$7.5M representing 67% of 2019 membership revenue and 122% of 2021 projected revenue. Membership accounts for 21% of our 2022 budgeted revenue. The remaining 15% of revenue comes from government grants, Adventure Guides, contributions and a multitude of other programs.

Membership does not have a rate increase planned for 2022 however Child Care rates will increase 2% in the Fall of 2022. Prior to any rate change decision, a competition-based pricing analysis will be completed for every program to ensure the Y remains in the "sweet spot" for pricing. The Y seeks to price our service between the lowest and highest priced comparable service in the market.

We are budgeting 20% revenue growth in 2022, which is comparable to the 21% growth in 2021. We consider this goal conservative and achievable.

Salaries/Wages:

2022 salaries are budgeted at 56% of total revenue. Increases in salaries are a result of changes made in 2021 funded by ERTC. This includes adding additional staff and a return to pre-pandemic staffing structures. As recruitment of staff has become a challenge for all businesses, increased wages are necessary to attract and retain personnel.

Benefits:

Budgeted benefits expense is 11.6% of total revenue. The main increase in benefit expense YoY is due to returning to 11% company paid retirement contributions for the full year, an increase in medical insurance (approximately 4%), and more staff working full-time hours and thereby qualifying for the Y Retirement Fund.

Flex and Fixed Expenses:

Budgeted 2022 flex expenses are 14% of total revenue keeping in-line with 2021.

Budgeted 2022 fixed expenses are 17% of total revenue compared to 16% in 2020.

In both flex and fixed expenses we anticipate price increases for consumable products but have made some advance purchases in 2021.

Operating Net:

2022 budgeted operating net is \$448K. In 2021, we benefited from a significant amount of taxpayer funding due to the employee retention credit program and other public funding programs specific to the child care industry for which we are not anticipating will continue in 2022. The 2022 budget is conservative with the opportunity to beat if the recovery continues faster than anticipated. Predicted growth in Membership and Child Care is conservative and spread throughout the year.

REVENUE notes/discussion

- Dolores mentioned a few other things that fall into the childcare revenue:
 - Youth and Government program that basically didn't run this year, it was a virtual program. The plan is to do it in person, add different delegations and that accounts for some of the increase in child care.
 - CUSD supervision contract continue through the end of the school year.

- Saddleback Valley for middle school program will continue through June of 2022 which is roughly \$20-25k/month in revenue. This is not in the budget
- Dolores mentioned a correction to the budget narrative – the overall membership rev is actually facility revenue so not just membership, it's all the revenue coming in from the facility which is budgeted at 7.5 million, representing 67% of our 2019 membership

SALARIES AND WAGES notes/discussion

- Salaries are budgeted at 56% of total revenue; right now, we are running close to 53.28% of total revenue

CAPX Budget

- CAPX Budget will be sent to the committee for review

TIPPER Budget

- Budget is straight forward the only change is that we paid the loan off so now Tipper will be turning a profit, 2022 net outcome will be a gain of \$10k

Budget Votes

- Juliette Meunier motioned to approve the 2022 budget for YMCA OC and TIPPER, LLC
- Minh Hoang seconded the motion
- Ryan Fessler approved the 2022 budgets via email
- APPROVED, no nays or abstentions

Adjourn

1:13pm

Operations Performance in December and YE to Budget and PY:

December Revenue was \$5.8M, which was \$3M/ 212% above budget, \$3.9M/ 309% above PY

- December revenue includes \$2.5M donation and \$547K in emergency funding revenue. Excluding the donation and emergency funding, revenue would be at 100% of budget.
- December Membership revenue totaled \$388K and was (\$145K)/ (27%) below budget and \$43K/112% above PY.
- December Child Care Revenue totaled \$1.5M and was (\$13k)/(.1%) below budget and \$561k/ 158% above PY.

YE Revenue is \$33.5M which is \$3.2M/111% above budget and \$9.2M/138% above PY and 75% of YTD Pre-Covid Revenue (2019)

- YE Contributions and Emergency Funding Revenue is \$6M / \$4.8M over budget and 348% over YTD Pre-Covid Contributions
- YE CYD revenue is \$15.4M (\$448K)/(3%) below budget and \$2.9M/ 124% over PY and 65% of pre-Covid revenue (2019)
- YE Membership revenue is \$4.4M/ (\$1.5M)/(26%) below budget and \$446K/111% above PY and MB revenue is 58% of Pre-Covid MB revenue.

Wages and Benefits

- December Salary and Wages were right on budget. This includes \$76k in additional costs made with the ETRC Q1 credits received. Some of the changes include increases to the starting wage of \$15 per hour, compression adjustments based on the starting wage increase, premium pay rates for staff that could work the CUSD contract and afterschool program, additional hours/positions at the branches to focus on growth. Salary and Wages were 23.95% of revenue compared to a 50.51% budget.
- December bonus pay totaled \$642K. Half of the bonus pay was to 221 individuals that qualified for the retention bonuses put in place to retain employees through the end of the year. All other bonus pays were distributed based on employee position and 2021 performance and/or additional responsibilities taken on throughout the year.
- YE Wages and Benefits were \$380K/ 1.9% above budget and ran 58.25% of total revenue against a 63.23% budget. This is due to the increase in revenue by donations and emergency funding. Overall wages were managed very well in 2021 considering the unbudgeted changes that were made with the retirement increase, starting wage increase and all efforts to retain employee in 2021.

Flex and Fixed Expenses

- December flex expenses were \$273K/ 166% above budget. December overages were due to year end purchases for staff recognition, program supplies and equipment purchases due to the positive performance of 2021. YE flex expenses were \$75K over budget and ran 13.30% of revenue against a 14.48% budget.

- December fixed expenses were \$437K/ 207% over budget. The overage was primarily due to the inaccurate recognition of Property/Liability Insurance and Fair share expense throughout the year, additional funding to our Self Insurance Reserve and additional purchases of computer hardware. YE fixed expenses are \$258K/105% above budget and ran 15.92% of revenue against a 16.77% budget.

Operating Net

- December Operating Net was \$2.1M, which was \$1.9M above budget
- YE Operating Net is \$4M, which is \$2.5M above budget

Finance Notes:

Net Income

- 2021 net income was budgeted at (\$758k) loss, however actuals were \$339k net gain, \$1.1M better than budget.

Non-Operating Expenses

- Non-operating YTD costs were budgeted at (\$2.43M) loss, however changes in valuations on investments, \$1.06M, offset by loss on sales of assets, (\$812k) loss YTD, has reduced the YTD non-operating loss to (\$1.7M). As past performance is no guarantee of future results, it should be noted that our investments can adversely change value and negatively affect our bottom line.

Cash Flow

- December cash flow from operations was (\$1M) loss with a net cash loss of (\$1.1M). 2021 cash flow from operations is (\$2.1M) loss with 2021 net cash flow at \$6.3M gain.

YMCA of Orange County

Association Summary by Minor Account
For the Twelve Months Ending Friday, December 31, 2021
Association's Operating Summary

<u>December</u>					<u>YTD</u>								
Actual	Budget	Act vs Bud Variance	Prior Year	Act vs Prior Yr Variance		Actual	% Rev	Budget	% Rev	Act vs Bud Variance	Prior Year	Act vs Prior Yr Variance	Annual Budget
					Revenue								
5,773,724.81	2,721,502.00	3,052,222.81	1,867,414.14	3,906,310.67	Net Revenue Totals	33,493,288.26	100.00%	30,256,557.00	100.00%	3,236,731.26	24,223,996.01	9,269,292.25	30,256,557.00
					Expense								
1,382,926.28	1,374,624.00	(8,302.28)	1,276,038.75	(106,887.53)	Salary and Wages	16,136,225.39	48.18%	16,272,254.00	53.78%	136,028.61	14,503,567.53	(1,632,657.86)	16,272,254.00
2,065,354.80	1,635,538.00	(429,816.80)	1,340,726.88	(724,627.92)	Wages and Benefits Total Expense	19,511,400.45	58.25%	19,131,257.00	63.23%	(380,143.45)	17,495,003.53	(2,016,396.92)	19,131,257.00
687,537.44	414,170.00	(273,367.44)	396,127.45	(291,409.99)	Flex Expenses Sub-Total	4,455,311.47	13.30%	4,380,432.00	14.48%	(74,879.47)	3,070,910.64	(1,384,400.83)	4,380,432.00
844,497.06	407,356.00	(437,141.06)	599,588.80	(244,908.26)	Fixed Expenses Sub-Total	5,331,638.97	15.92%	5,073,366.00	16.77%	(258,272.97)	5,125,391.39	(206,247.58)	5,073,366.00
3,597,389.30	2,457,064.00	(1,140,325.30)	2,336,443.13	(1,260,946.17)	Total Operating Expenses	29,298,350.89	87.48%	28,585,055.00	94.48%	(713,295.89)	25,691,305.56	(3,607,045.33)	28,585,055.00
\$2,176,335.51	\$264,438.00	\$1,911,897.51	(\$469,028.99)	\$2,645,364.50	Operating Net	\$4,194,937.37	12.52%	\$1,671,502.00	5.52%	\$2,523,435.37	(\$1,467,309.55)	\$5,662,246.92	\$1,671,502.00
510,771.82	(211,703.00)	(722,474.82)	(60,210.36)	(570,982.18)	Total Non-Operating Expenses	(1,168,205.16)	(3.49%)	(2,429,891.00)	(8.03%)	(1,261,685.84)	(3,274,430.58)	(2,106,225.42)	(2,429,891.00)
\$2,687,107.33	\$52,735.00	\$2,634,372.33	(\$529,239.35)	\$3,216,346.68	Net Outcome	\$3,026,732.21	9.04%	(\$758,389.00)	(2.51%)	\$3,785,121.21	(\$4,741,740.13)	\$7,768,472.34	(\$758,389.00)

YMCA of Orange County
 Association Summary by Minor Account
 For the Twelve Months Ending Friday, December 31, 2021
 Association's Operating Summary

December					YTD									
Actual	Budget	Act vs Bud Variance	Prior Year	Act vs Prior Yr Variance	Actual	% Rev	Budget	% Rev	Act vs Bud Variance	Prior Year	Act vs Prior Yr Variance	Annual Budget		
Revenue														
\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	\$1,125.00	(\$1,125.00)	\$0.00		
4,912.83	0.00	4,912.83	12,238.00	(7,325.17)	109,084.31	0.33%	12,152.00	0.04%	96,932.31	115,049.29	(5,964.98)	12,152.00		
546,992.90	0.00	546,992.90	69,483.25	477,509.65	2,251,887.68	6.72%	0.00	0.00%	2,251,887.68	1,917,254.46	334,633.22	0.00		
2,561,780.00	7,058.00	2,554,722.00	34,587.88	2,527,192.12	2,680,719.28	8.00%	202,300.00	0.67%	2,478,419.28	158,979.74	2,521,739.54	202,300.00		
0.00	0.00	0.00	283.74	(283.74)	32,722.76	0.10%	0.00	0.00%	32,722.76	29,094.91	3,627.85	0.00		
17,155.74	19,609.00	(2,453.26)	(2,584.72)	19,740.46	756,715.56	2.28%	747,888.00	2.47%	8,827.56	815,261.99	(58,546.43)	747,888.00		
0.00	0.00	0.00	0.00	0.00	187,160.00	0.56%	238,386.00	0.79%	(51,226.00)	(30.36)	187,190.36	238,386.00		
48,377.30	0.00	48,377.30	31,606.26	16,771.04	526,740.20	1.57%	0.00	0.00%	526,740.20	198,733.92	328,006.28	0.00		
4,658.00	5,375.00	(717.00)	15,667.74	(11,009.74)	96,559.36	0.29%	72,955.00	0.24%	23,604.36	72,260.88	24,298.48	72,955.00		
0.00	0.00	0.00	0.00	0.00	0.00	0.00%	21,721.00	0.07%	(21,721.00)	0.00	21,721.00	0.00		
284,908.93	185,169.00	99,739.93	279,801.82	5,107.11	1,971,952.16	5.89%	2,155,273.00	7.12%	(183,320.84)	1,841,814.53	130,137.63	2,155,273.00		
104,711.38	126,919.00	(22,207.62)	105,908.85	(1,197.47)	1,275,850.48	3.81%	1,540,467.00	5.09%	(264,616.52)	1,031,268.55	244,581.93	1,540,467.00		
52,288.66	88,611.00	(36,322.34)	57,287.19	(4,998.53)	648,267.75	1.94%	1,008,707.00	3.33%	(360,439.25)	615,020.28	33,247.47	1,008,707.00		
52,234.95	54,077.00	(1,842.05)	37,701.77	14,533.18	565,770.61	1.69%	578,699.00	1.91%	(12,928.39)	375,780.11	189,990.50	578,699.00		
10,362.03	11,217.00	(854.97)	10,796.86	(434.83)	143,324.45	0.43%	136,762.00	0.45%	6,562.45	90,738.44	52,586.01	136,762.00		
480.00	2,644.00	(2,164.00)	0.00	480.00	1,981.00	0.01%	26,800.00	0.09%	(24,819.00)	6,680.00	(4,689.00)	26,800.00		
1,035.00	513.00	522.00	1,170.00	(135.00)	10,181.00	0.04%	7,215.00	0.02%	5,835.00	14,088.66	(1,038.66)	7,215.00		
161,751.49	239,686.00	(77,934.51)	124,761.51	36,989.98	1,750,289.74	5.23%	2,620,422.00	8.66%	(870,132.26)	1,778,663.11	(28,373.37)	2,620,422.00		
5,382.00	9,434.00	(4,052.00)	7,537.00	(2,155.00)	73,345.73	0.22%	107,728.00	0.36%	(34,382.27)	113,737.88	(40,392.15)	107,728.00		
28,445.54	33,971.00	(5,525.46)	102,203.06	(73,757.52)	306,368.98	0.91%	304,772.00	1.01%	1,596.98	353,761.38	(47,392.39)	304,772.00		
(6.83)	(88.00)	82.17	0.00	(5.83)	(23.32)	0.00%	(203.00)	0.00%	179.68	(76.68)	53.36	(203.00)		
139,380.69	88,750.00	50,630.69	(55,457.81)	194,838.50	1,272,567.40	3.80%	834,490.00	2.76%	438,077.40	531,194.84	741,372.56	834,490.00		
9,301.73	10,839.00	(1,537.27)	7,330.93	1,978.80	103,767.97	0.31%	132,118.00	0.44%	(28,350.03)	103,278.26	489.71	132,118.00		
7,578.00	13,242.00	(5,664.00)	9,622.23	(2,044.23)	203,465.52	0.61%	239,354.00	0.79%	(35,888.48)	176,572.23	24,893.29	239,354.00		
0.00	20.00	(20.00)	0.00	0.00	0.00	0.00%	0.00	0.00%	(1,380.00)	2,500.00	1,380.00	0.00		
0.00	23,100.00	(23,100.00)	0.00	0.00	85,092.00	0.25%	157,200.00	0.52%	(72,108.00)	0.00	85,092.00	157,200.00		
90,365.00	0.00	90,365.00	0.00	90,365.00	624,870.00	1.87%	71,775.00	0.24%	553,095.00	0.00	624,870.00	71,775.00		
5,490.00	12,000.00	(6,510.00)	4,359.49	1,130.51	61,885.87	0.18%	100,000.00	0.33%	(38,114.13)	61,575.29	310.58	100,000.00		
45,325.44	82,000.00	(36,674.56)	23,778.71	21,546.73	498,223.21	1.49%	655,000.00	2.16%	(156,776.79)	315,290.22	182,932.99	655,000.00		
6,725.00	1,275.00	5,450.00	3,120.00	3,605.00	498,633.58	1.49%	356,350.00	1.18%	142,283.58	257,727.41	240,906.17	356,350.00		
1,559,494.22	1,568,808.00	(9,313.78)	987,645.35	571,848.87	15,315,436.49	45.73%	15,869,132.00	52.45%	(553,695.51)	12,511,445.13	2,803,991.36	15,869,132.00		
(31,669.22)	(24,979.00)	(6,690.22)	(20,439.38)	(11,229.84)	(320,776.94)	(0.96%)	(277,353.00)	(0.92%)	(43,423.94)	(245,737.53)	(75,039.41)	(277,353.00)		
(8,630.61)	(6,234.00)	(2,396.61)	(5,254.89)	(3,375.72)	(76,926.72)	(0.23%)	(83,605.00)	(0.28%)	6,678.28	(67,206.22)	(9,720.50)	(83,605.00)		
(13,935.00)	(840.00)	(13,095.00)	0.00	(13,935.00)	(69,085.00)	(0.21%)	(6,600.00)	(0.02%)	(62,485.00)	(12,580.00)	(56,505.00)	(6,600.00)		
7,775.00	8,326.00	(551.00)	1,671.00	6,104.00	114,087.75	0.34%	124,473.00	0.41%	(10,385.25)	21,350.00	52,737.75	124,473.00		
20,803.63	33,525.00	(12,721.37)	6,770.62	14,033.01	263,379.98	0.79%	372,699.00	1.23%	(109,319.02)	192,981.54	70,398.44	372,699.00		
0.00	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00%	0.00	1,061.00	(1,061.00)	0.00		
10,125.62	2,355.00	7,770.62	1,660.90	8,464.72	97,713.40	0.29%	56,133.00	0.19%	41,580.40	79,845.42	17,867.98	56,133.00		
10,755.83	15,760.00	(5,004.17)	(129.77)	10,885.60	393,641.81	1.18%	452,789.00	1.50%	(59,147.19)	250,662.17	142,979.64	452,789.00		
15,482.20	32,963.00	(17,480.80)	5,709.39	9,772.81	762,208.76	2.28%	715,476.00	2.36%	46,732.76	188,023.45	574,185.31	715,476.00		
4,047.50	5,805.00	(1,757.50)	625.00	3,422.50	40,752.25	0.12%	66,409.00	0.22%	(25,656.75)	33,136.75	7,615.50	66,409.00		
0.00	19,000.00	(19,000.00)	640.00	(640.00)	2,400.00	0.01%	78,250.00	0.26%	(75,850.00)	68,852.50	(66,452.50)	78,250.00		
24,565.99	57,472.00	(32,906.01)	13,446.43	11,119.56	368,897.83	1.10%	689,664.00	2.28%	(320,766.17)	306,296.10	62,601.73	689,664.00		
(17,992.83)	(5,905.00)	(12,087.83)	(7,691.28)	(10,301.55)	(206,581.94)	(0.62%)	(155,582.00)	(0.51%)	(50,999.94)	(163,335.21)	(43,246.73)	(155,582.00)		
(280.00)	(728.00)	448.00	(431.00)	151.00	172,000.00	(0.01%)	(4,078.00)	(0.03%)	5,822.00	(4,938.32)	860.32	(4,078.00)		
1,570.70	653.00	917.70	763.01	807.69	32,286.54	0.10%	33,636.00	0.11%	(1,349.46)	59,358.49	(27,071.95)	33,636.00		
1,300.00	50.00	1,250.00	825.00	475.00	14,425.00	0.04%	625.00	0.00%	13,800.00	11,750.00	2,675.00	625.00		
675.00	50.00	625.00	400.00	275.00	1815 Misc. Fundraising	0.08%	600.00	0.00%	24,634.76	13,686.40	11,548.36	600.00		
5,773,724.81	2,721,502.00	3,052,222.81	1,867,414.14	3,906,310.67	33,493,288.26	100.00%	30,256,557.00	100.00%	3,236,731.26	24,223,996.01	9,269,292.25	30,256,557.00		
Expense														
1,382,926.28	1,374,624.00	(8,302.28)	1,276,038.75	(106,887.53)	Salary and Wages	16,136,225.39	48.18%	16,272,254.00	53.78%	136,028.61	14,503,567.53	(1,632,657.86)	16,272,254.00	
642,472.44	0.00	(642,472.44)	0.00	(642,472.44)	2160 Bonus Pay	654,363.07	1.95%	0.00	0.00%	(654,363.07)	0.00	(654,363.07)	0.00	
3,379.40	12,000.00	(8,620.60)	2,500.00	(879.40)	2175 Temporary - Agencies	40,582.11	0.12%	35,216.00	0.12%	(5,366.11)	17,171.92	(23,410.19)	35,216.00	
214,087.20	33,963.00	(180,124.20)	9,144.01	(204,943.19)	2220 Retirement Plan Premiums	942,197.17	2.81%	246,950.00	0.82%	(695,247.17)	467,543.23	(474,653.94)	246,950.00	
75,651.51	45,602.00	(30,049.51)	5,797.17	(69,854.34)	2245 Employee Insurance Benefits	453,427.03	1.35%	546,141.00	1.81%	92,713.97	537,579.88	84,152.85	546,141.00	
137,111.57	100,513.00	(36,598.57)	96,003.85	(41,107.72)	2310 FICA	1,217,124.76	3.63%	1,216,004.00	4.02%	(1,120.76)	1,071,370.73	(145,754.03)	1,216,004.00	
(238,179.65)	10,310.00	(248,489.65)	8,756.72	(246,936.37)	2320 Unemployment Insur Prem	(126,923.28)	(0.38%)	122,079.00	0.40%	(249,002.28)	578,391.61	705,314.89	122,079.00	
(152,093.95)	58,526.00	(210,619.95)	(57,513.62)	(94,580.33)	2330 Worker's Compensation	194,404.20	0.58%	692,613.00	2.29%	498,208.80	619,378.63	124,974.43	692,613.00	
2,065,354.80	1,635,538.00	(429,816.80)	1,340,726.88	(724,627.92)	Wages and Benefits Total Expense	19,511,400.45	58.25%	19,131,257.00	63.23%	(380,143.45)	17,495,003.53	(2,016,396.92)	19,131,257.00	
6,927.25	5,871.00	(1,056.25)	2,549.32	(4,377.93)	2510 Office/Misc Supplies	50,049.17	0.15%	70,415.00	0.23%	20,365.83	45,370.75	(4,678.42)	70,415.00	
12,796.00	10,691.00	(2,105.00)	6,413.92	(6,382.08)	2520 Maintenance/Janitorial Supplies	72,752.79	0.22%	130,614.00	0.43%	57,861.21	88,038.28	15,285.49	130,614.00	
2,554.67	6,538.00	(3,983.33)	2,961.78	407.11	2600 Food & Bev	38,232.54	0.11%	66,207.00	0.22%	27,974.46	44,902.75	6,670.21	66,207.00	
31,478.30	28,079.00	(3,399.30)	48,820.23	17,341.93	2610 Telephone-Regular Service	342,649.52	1.02%	324,211.00	1.07%	(18,438.52)	341,704.35	(945.17)	324,211.00	
13,075.55	12,813.00	(262.55)	11,059.25	(2,016.30)	2670 Telephone-Cellular	136,560.34	0.41%	153,984.00	0.51%	17,423.66	131,429.03	(5,131.31)	153,984.00	
781.89	1,697.00	(915.11)	959.99	178.10	2710 Postage	13,382.21	0.04%	23,521.00	0.08%	10,138.79	19,312.03	5,929.82	23,521.00	
26,154.36	23,300.00	(2,854.36)	97,661.82	71,507.46	2845 Facility Maintenance	254,126.19	0.76%	305,155.00	1.01%	51,028.81	309,411.35	55,285.16	305,155.00	
4,718.81	2,383.00	(2,335.81)	2,292.59	(2,426.22)	2930 Equipment Repairs/Maint	35,926.96	0.11%	27,795.00	0.09%	(8,131.96)	27,463.18	(8,463.78)	27,795.00	

YMCA of Orange County
 Association Summary by Minor Account
 For the Twelve Months Ending Friday, December 31, 2021
 Association's Operating Summary

December						YTD							
<i>Actual</i>	<i>Budget</i>	<i>Act vs Bud Variance</i>	<i>Prior Year</i>	<i>Act vs Prior Yr Variance</i>		<i>Actual</i>	<i>% Rev</i>	<i>Budget</i>	<i>% Rev</i>	<i>Act vs Bud Variance</i>	<i>Prior Year</i>	<i>Act vs Prior Yr Variance</i>	<i>Annual Budget</i>
29,973.99	31,424.00	1,450.01	3,073.67	(26,900.32)	3012 Promo & Advertising	247,466.80	0.74%	389,522.00	1.29%	142,055.20	198,218.73	(49,248.07)	389,522.00
1,650.34	3,146.00	1,495.66	2,780.82	1,130.48	3013 Community Development	13,283.66	0.04%	28,729.00	0.09%	15,445.34	13,819.43	535.77	28,729.00
5,189.89	324.00	(4,865.89)	121.20	(5,068.69)	3110 Campaign Supplies & Recog.	12,838.97	0.04%	34,386.00	0.11%	21,547.03	15,955.10	3,116.13	34,386.00
0.00	0.00	0.00	0.00	0.00	3130 Campaign Printing Costs	0.00	0.00%	0.00	0.00%	0.00	14,093.80	14,093.80	0.00
1,166.11	4,314.00	3,147.89	1,246.51	80.40	3210 Mileage Reimbursement	23,038.54	0.07%	52,276.00	0.17%	29,237.46	32,327.60	9,289.06	52,276.00
9,635.56	6,628.00	(3,007.56)	8,208.61	(1,426.95)	3220 Staff Development/Training	67,785.13	0.20%	79,508.00	0.26%	11,722.87	54,785.12	(13,000.01)	79,508.00
846.43	215.00	(631.43)	677.39	(169.04)	3326 Travel Expense	5,261.44	0.02%	8,479.00	0.03%	3,217.56	6,755.07	1,493.63	8,479.00
998.75	50.00	(948.75)	284.00	(714.75)	3336 Volunteer Recog/Training	12,441.93	0.04%	15,635.00	0.05%	3,193.07	2,465.25	(9,976.68)	15,635.00
27,785.89	14,478.00	(13,307.89)	5,069.84	(22,716.05)	3337 Staff Recognition	60,069.42	0.18%	91,409.00	0.30%	31,339.58	39,876.02	(20,193.40)	91,409.00
11,817.94	4,790.00	(7,027.94)	2,111.58	(9,706.36)	3345 Meeting Expense	48,995.37	0.15%	54,440.00	0.18%	5,444.63	31,448.48	(17,546.89)	54,440.00
5,376.88	5,586.00	209.12	5,425.49	48.61	3360 Dues & Subscriptions	71,085.87	0.21%	64,054.00	0.21%	(7,031.87)	58,428.74	(12,657.13)	64,054.00
38,555.88	13,234.00	(25,321.88)	9,004.75	(29,551.13)	3418 Adv Guide Event Exp	250,232.80	0.75%	124,269.00	0.41%	(125,963.80)	139,354.59	(110,878.21)	124,269.00
166,671.26	72,288.00	(94,383.26)	41,549.72	(125,121.54)	3425 Program Expense	763,109.90	2.28%	759,094.00	2.51%	(4,015.90)	420,656.41	(342,453.49)	759,094.00
94,747.27	97,370.00	2,622.73	7,431.30	(87,315.97)	3429 Admission/Prog. Venue Costs	1,250,745.76	3.73%	888,340.00	2.94%	(362,405.76)	551,635.54	(699,110.22)	888,340.00
17,683.10	8,854.00	(8,829.10)	621.21	(17,061.89)	3459 Staff Uniforms	63,276.59	0.19%	54,064.00	0.18%	(9,212.59)	6,635.16	(56,641.43)	54,064.00
1,971.00	1,971.00	0.00	0.00	(1,971.00)	3482 Accreditation Expense	2,924.00	0.01%	1,971.00	0.01%	(953.00)	0.00	(2,924.00)	1,971.00
23,884.94	28,002.00	4,117.06	13,931.94	(9,953.00)	3492 Nutrition	215,945.61	0.64%	329,812.00	1.09%	113,866.39	182,600.69	(33,944.92)	329,812.00
314.00	2,975.00	2,661.00	(3,218.62)	(3,532.62)	3520 Transportation	77,981.27	0.23%	110,806.00	0.37%	32,824.73	5,308.45	(72,772.82)	110,806.00
972.83	0.00	(972.83)	619.96	(352.87)	3915 Misc. Fundraising Expense	16,115.05	0.05%	0.00	0.00%	(16,115.05)	9,053.64	(7,061.41)	0.00
6,929.24	1,536.00	(5,393.24)	935.11	(5,994.13)	4320 Employment Advertising	44,659.57	0.13%	39,968.00	0.13%	(4,691.57)	18,637.35	(26,022.22)	39,968.00
4,708.74	17,801.00	13,092.26	3,588.04	(1,120.70)	4360 Hiring Costs	90,172.43	0.27%	107,593.00	0.36%	17,420.57	45,777.60	(44,394.83)	107,593.00
117,339.72	209.00	(117,130.72)	7,149.74	(110,189.98)	5050 Equipment/Asset Purchases	133,587.06	0.40%	19,455.00	0.06%	(114,132.06)	28,314.98	(105,272.08)	19,455.00
20,830.85	7,603.00	(13,227.85)	112,796.29	91,965.44	5310 Write-off Bad Debt	40,614.58	0.12%	24,720.00	0.08%	(15,894.58)	187,731.17	147,116.59	24,720.00
687,537.44	414,170.00	(273,367.44)	396,127.45	(291,409.99)	Flex Expenses Sub-Total	4,455,311.47	13.30%	4,380,432.00	14.48%	(74,879.47)	3,070,910.64	(1,384,400.83)	4,380,432.00
16,543.88	22,500.00	5,956.12	61,760.30	45,216.42	2410 Legal Fees	162,407.52	0.48%	270,000.00	0.89%	107,592.48	187,650.76	25,243.24	270,000.00
3,550.00	5,000.00	1,450.00	42,610.00	39,060.00	2415 Audit Fees	48,876.50	0.15%	60,000.00	0.15%	11,123.50	84,010.00	35,133.50	60,000.00
62,500.00	9,000.00	(53,500.00)	12,710.75	(49,789.25)	2450 Consulting Fees	231,330.50	0.69%	114,689.00	0.38%	(116,641.50)	221,928.47	(9,402.03)	114,689.00
57,015.33	47,369.00	(9,646.33)	109,957.50	52,942.17	2480 DP Service/Maint Conctrct	622,817.91	1.86%	698,501.00	2.31%	75,683.09	864,520.55	241,702.64	698,501.00
96,767.16	96,872.00	104.84	97,352.83	585.67	2810 Facility Rent	1,046,673.91	3.13%	1,146,423.00	3.79%	99,749.09	1,068,814.03	22,140.12	1,146,423.00
4,465.85	2,919.00	(1,546.85)	3,769.98	(695.87)	2811 Facility Rent Offsite Storage	45,149.01	0.13%	41,110.00	0.14%	(4,039.01)	42,488.53	(2,600.48)	41,110.00
0.00	161.00	161.00	8.00	8.00	2820 Bldg Licenses & Permits	372.00	0.00%	972.00	0.00%	600.00	1,029.50	657.50	972.00
31,294.57	34,641.00	3,346.43	27,553.54	(3,741.03)	2831 Electricity	401,970.30	1.20%	433,517.00	1.43%	31,546.70	357,731.44	(44,238.86)	433,517.00
19,404.24	10,849.00	(8,555.24)	13,700.43	(5,703.81)	2832 Gas	123,668.52	0.37%	111,302.00	0.37%	(12,366.52)	83,031.17	(40,637.35)	111,302.00
2,620.33	4,809.00	2,188.67	4,411.00	1,790.67	2833 Water and Sewer	53,247.65	0.16%	71,343.00	0.24%	18,095.35	65,027.95	11,780.30	71,343.00
3,458.37	3,051.00	(407.37)	2,905.43	(552.94)	2834 Refuse Collection	36,468.69	0.11%	36,591.00	0.12%	122.31	35,634.83	(833.86)	36,591.00
3,736.00	7,426.00	3,690.00	8,712.30	4,976.30	2843 Landscape Maint	60,426.03	0.18%	62,185.00	0.21%	1,758.97	64,855.37	4,429.34	62,185.00
14,483.10	4,862.00	(9,621.10)	5,102.24	(9,380.86)	2844 Contracted Maintenance	99,292.96	0.30%	60,432.00	0.20%	(38,860.96)	115,229.26	15,936.30	60,432.00
11,115.88	7,474.00	(3,641.88)	12,888.87	1,772.99	2849 Pool Repairs & Maintenance	100,703.28	0.30%	94,199.00	0.31%	(6,504.28)	86,856.14	(13,847.14)	94,199.00
11.56	1,334.00	1,322.44	1,573.70	1,562.14	2850 Real And Personal Taxes	6,796.79	0.02%	11,074.00	0.04%	4,277.21	17,945.71	11,148.92	11,074.00
12,414.06	9,166.00	(3,248.06)	(29,701.17)	(42,115.23)	2870 School Fees	95,389.00	0.28%	92,527.00	0.31%	(2,862.00)	76,767.00	(18,622.00)	92,527.00
85,464.53	31,059.00	(54,405.53)	(902.41)	(86,366.94)	2880 Property/Liability Insurance	521,137.46	1.56%	335,900.00	1.11%	(185,237.46)	424,377.59	(96,759.87)	335,900.00
180,079.21	8,106.00	(171,973.21)	121,455.81	(86,523.40)	2885 SIR Expense	256,109.93	0.76%	88,422.00	0.29%	(167,687.93)	248,862.81	(7,247.12)	88,422.00
11,384.63	14,318.00	2,933.37	17,770.80	6,386.17	2911 Equipment Lease/Rental	151,690.07	0.45%	171,528.00	0.57%	19,837.93	168,548.44	16,858.37	171,528.00
1,448.74	0.00	(1,448.74)	0.00	(1,448.74)	3426 Program Enhancements	2,032.39	0.01%	0.00	0.00%	(2,032.39)	1,493.85	(538.54)	0.00
0.00	0.00	0.00	9,438.00	9,438.00	3433 Special Funding/Grant Expenses	185.54	0.00%	0.00	0.00%	(185.54)	13,835.25	13,649.71	0.00
4,697.36	2,826.00	(1,871.36)	6,401.20	1,703.84	3486 Program License & Permits	96,975.00	0.29%	119,040.00	0.39%	22,065.00	105,062.52	8,087.52	119,040.00
3,046.66	2,497.00	(549.66)	2,484.00	(562.66)	3510 Vehicle Insurance	31,613.00	0.09%	32,214.00	0.11%	601.00	27,558.00	(4,055.00)	32,214.00
7,787.41	3,754.00	(4,033.41)	1,249.04	(6,538.37)	3541 Veh License/Gas/Repair	48,639.81	0.15%	36,507.00	0.12%	(12,132.81)	27,405.66	(21,234.15)	36,507.00
0.00	0.00	0.00	183.00	183.00	3610 Cash Over/Short	21.84	0.00%	0.00	0.00%	(21.84)	261.64	239.80	0.00
5,495.95	2,620.00	(2,875.95)	5,532.06	36.11	3620 Bank Fees	36,446.97	0.11%	30,979.00	0.10%	(5,467.97)	37,610.83	1,163.86	30,979.00
35,195.41	37,955.00	2,759.59	24,211.08	(10,984.33)	3625 Credit Card Eft Proc Fees	378,885.06	1.13%	426,725.00	1.41%	47,839.94	308,574.00	(70,311.06)	426,725.00
0.00	0.00	0.00	936.40	936.40	3640 Late/Financing Charges	245.97	0.00%	0.00	0.00%	(245.97)	1,908.30	1,662.33	0.00
1,240.51	2,006.00	765.49	1,601.76	361.25	3660 Courier Service - Regular	13,301.66	0.04%	17,501.00	0.06%	4,199.34	12,809.56	(492.10)	17,501.00
2,669.00	45.00	(2,624.00)	2,603.81	(65.19)	3690 Misc Admin Expense	3,032.13	0.01%	1,475.00	0.00%	(1,557.13)	7,014.41	3,982.28	1,475.00
0.00	0.00	0.00	0.00	0.00	3698 Contributions - Other NP	2,562.50	0.01%	500.00	0.00%	(2,062.50)	11,500.00	8,937.50	500.00
97,800.00	29,799.00	(68,001.00)	31,077.00	(66,723.00)	3710 Fair Share	403,247.00	1.20%	330,246.00	1.09%	(73,001.00)	293,551.00	(109,696.00)	330,246.00
2,721.82	0.00	(2,721.82)	0.00	(2,721.82)	3899 Special Event Expense	118,058.64	0.35%	97,291.00	0.32%	(20,767.64)	494.57	(117,564.07)	97,291.00
0.00	0.00	0.00	0.00	0.00	3912 Sales Tax	5.42	0.00%	849.00	0.00%	843.58	154.67	149.25	849.00
66,085.50	4,938.00	(61,147.50)	231.55	(65,853.95)	5051 Computer Hdwr/Stwr	131,858.01	0.39%	79,324.00	0.26%	(52,534.01)	60,847.58	(71,010.43)	79,324.00
844,497.06	407,356.00	(437,141.06)	599,588.80	(244,908.26)	Fixed Expenses Sub-Total	5,331,638.97	15.92%	5,073,366.00	16.77%	(258,272.97)	5,125,391.39	(206,247.58)	5,073,366.00
3,597,389.30	2,457,064.00	(1,140,325.30)	2,336,443.13	(1,260,946.17)	Total Operating Expenses	29,298,350.89	87.48%	28,585,055.00	94.48%	(713,295.89)	25,691,305.56	(3,607,045.33)	28,585,055.00
\$2,176,335.51	\$264,438.00	\$1,911,897.51	(\$469,028.99)	\$2,645,364.50	Operating Net	\$4,194,937.37	12.52%	\$1,671,502.00	5.52%	\$2,523,435.37	(\$1,467,309.55)	\$5,662,246.92	\$1,671,502.00
(75,211.46)	(89,354.00)	14,142.54	(99,916.18)	24,704.72	2890 Depreciation Expense	(1,030,802.56)	(3.08%)	(1,168,603.00)	(3.86%)	137,800.44	(1,369,756.48)	338,953.92	(1,168,603.00)
0.00	(7,568.00)	7,568.00	15,464.36	(15,464.36)	5215 Interest Expense-External	(49,626.51)	(0.15%)	(72,013.00)	(0.24%)	22,386.49	(44,263.21)	(5,363.30)	(72,013.00)
(66,936.76)	(64												

YMCA of Orange County

Association Summary by Minor Account
For the Twelve Months Ending Friday, December 31, 2021
Association's Operating Summary

December					YTD							
Actual	Budget	Act vs Bud Variance	Prior Year	Act vs Prior Yr Variance	Actual	% Rev	Budget	% Rev	Act vs Bud Variance	Prior Year	Act vs Prior Yr Variance	Annual Budget
1,499.15	0.00	1,499.15	1,119.90	379.25	378,078.87	1.13%	0.00	0.00%	378,078.87	(12,434.58)	390,513.45	0.00
18.51	0.00	18.51	(1,691.79)	1,710.30	(811,582.38)	(2.42%)	0.00	0.00%	(811,582.38)	(39,793.45)	(771,788.93)	0.00
(6,800.23)	(27,073.00)	20,272.77	(749.17)	(6,051.06)	(92,235.12)	(0.28%)	(98,360.00)	(0.33%)	6,124.88	(94,885.74)	2,650.62	(98,360.00)
113,720.48	0.00	113,720.48	55,262.61	58,457.87	(71,051.62)	(0.21%)	0.00	0.00%	(71,051.62)	55,262.61	(126,314.23)	0.00
(2,665.26)	(5,000.00)	2,334.74	(2,535.80)	(129.46)	(42,946.26)	(0.13%)	(60,000.00)	(0.20%)	17,053.74	(38,302.31)	(4,643.95)	(60,000.00)
0.00	(20,833.00)	20,833.00	0.00	0.00	(127,527.73)	(0.38%)	(250,000.00)	(0.83%)	122,472.27	0.00	(127,527.73)	(250,000.00)
(1,497.00)	(20,833.00)	19,336.00	0.00	(1,497.00)	(69,501.50)	(0.21%)	(250,000.00)	(0.83%)	180,498.50	0.00	(69,501.50)	(250,000.00)
0.00	0.00	0.00	(190,543.44)	190,543.44	(19,512.30)	(0.06%)	0.00	0.00%	(19,512.30)	(1,043,922.73)	1,024,410.43	0.00
510,771.82	(211,703.00)	(722,474.82)	(60,210.36)	(570,982.18)	(1,168,205.16)	(3.49%)	(2,429,891.00)	(8.03%)	(1,261,685.84)	(3,274,430.58)	(2,106,225.42)	(2,429,891.00)
\$2,687,107.33	\$52,735.00	\$2,634,372.33	(\$529,239.35)	\$3,216,346.68	\$3,026,732.21	9.04%	(\$758,389.00)	(2.51%)	\$3,785,121.21	(\$4,741,740.13)	\$7,768,472.34	(\$758,389.00)
				Net Outcome								

YMCA of Orange County
Statement of Financial Position-Fund 1
12/31/2021

Balance Sheet			Balance Sheet		
Year End	YTD Change		1 Year Ago	Prior Mo.	Current Mo.
12/31/2020			12/31/2020	11/30/2021	12/31/2021
ASSETS					
		Current Assets			
17,071,286	13,428,294	Total Current Assets	17,071,286	28,237,514	30,499,580
4,144,392	(4,450,634)	Total Other Assets	4,144,392	(540,816)	(306,242)
<u>\$21,215,678</u>	<u>\$8,977,660</u>	Total Assets	<u>\$21,215,678</u>	<u>\$27,696,698</u>	<u>\$30,193,338</u>
LIABILITIES AND NET ASSETS					
		Current Liabilities			
3,615,386	5,058,178	Total Current Liabilities	3,615,386	8,972,382	8,673,564
2,093,109	895,401	Total Long-Term Liabilities	2,093,109	2,886,959	2,988,510
5,708,495	5,953,579	Total Liabilities	5,708,495	11,859,341	11,662,074
15,507,183	3,024,081	Total Net Assets	15,507,183	15,837,357	18,531,264
<u>\$21,215,678</u>	<u>\$8,977,660</u>	Total Liabilities And Net Assets	<u>\$21,215,678</u>	<u>\$27,696,698</u>	<u>\$30,193,338</u>
Cash & Investments Footnote:					
2,667,724	6,297,206	Available Operating Cash	2,667,724	10,101,407	8,964,930
11,758,136	4,560,038	Investments	11,758,136	13,238,595	16,318,174

YMCA of Orange County
Statement of Financial Position-Fund 1
12/31/2021

Balance Sheet			Balance Sheet		
Year End 12/31/2020	YTD Change		1 Year Ago 12/31/2020	Prior Mo. 11/30/2021	Current Mo. 12/31/2021
ASSETS					
Current Assets					
\$2,667,724	\$6,297,206	Cash and cash equivalents	\$2,667,724	\$10,101,407	\$8,964,930
11,758,136	4,560,038	Investments	11,758,136	13,238,595	16,318,174
2,326,767	2,583,581	Accounts Receivable - Net Allowance	2,326,767	4,587,616	4,910,348
10,000	49,465	Annual Pledges Receivable - Net Allowance	10,000	36,441	59,465
(8,457)	10,657	Deposits and Prepaid Rent	(8,457)	2,200	2,200
0	0	Prepaid Insurance	0	101,481	0
317,116	(72,653)	Other Prepaid Expenses	317,116	169,774	244,463
<u>17,071,286</u>	<u>13,428,294</u>	Total Current Assets	<u>17,071,286</u>	<u>28,237,514</u>	<u>30,499,580</u>
Other Assets					
13,375,119	(7,196,226)	Property, Plant and Equipment, Net	13,375,119	6,171,640	6,178,893
(9,230,727)	2,745,592	Inter-branch/Inter-fund Items	(9,230,727)	(6,712,456)	(6,485,135)
<u>4,144,392</u>	<u>(4,450,634)</u>	Total Other Assets	<u>4,144,392</u>	<u>(540,816)</u>	<u>(306,242)</u>
<u>\$21,215,678</u>	<u>\$8,977,660</u>	Total Assets	<u>\$21,215,678</u>	<u>\$27,696,698</u>	<u>\$30,193,338</u>
LIABILITIES AND NET ASSETS					
Current Liabilities					
\$953,968	(\$23,419)	Accounts Payable	\$953,968	\$770,922	\$930,549
2,190,526	(238,068)	Accrued Payroll and Employee Benefits	2,190,526	2,733,306	1,952,458
384,395	657,687	Program Fees Received In Advance - Other	384,395	719,679	1,042,082
86,497	4,661,978	Notes Payable - Current Portion	86,497	4,748,475	4,748,475
<u>3,615,386</u>	<u>5,058,178</u>	Total Current Liabilities	<u>3,615,386</u>	<u>8,972,382</u>	<u>8,673,564</u>
Long-term Liabilities					
300,000	(100,000)	Self-Insurance Liability and Other Reserves	300,000	109,303	200,000
1,793,109	995,401	Notes Payable	1,793,109	2,777,656	2,788,510
<u>2,093,109</u>	<u>895,401</u>	Total Long-Term Liabilities	<u>2,093,109</u>	<u>2,886,959</u>	<u>2,988,510</u>
<u>5,708,495</u>	<u>5,953,579</u>	Total Liabilities	<u>5,708,495</u>	<u>11,859,341</u>	<u>11,662,074</u>
Net Assets					
(4,646,854)	7,765,821	Current Operations - YMCA (excl. Tipper, LLC)	(4,646,854)	425,060	3,118,967
20,154,037	(4,741,740)	Unrestricted/Temporarily/Permanently Restricted	20,154,037	15,412,297	15,412,297
<u>15,507,183</u>	<u>3,024,081</u>	Total Net Assets	<u>15,507,183</u>	<u>15,837,357</u>	<u>18,531,264</u>
<u>\$21,215,678</u>	<u>\$8,977,660</u>	Total Liabilities And Net Assets	<u>\$21,215,678</u>	<u>\$27,696,698</u>	<u>\$30,193,338</u>

Cash & Investments Footnote:					
Year End 12/31/2020	YTD Change		1 Year Ago 12/31/2020	Prior Mo. 11/30/2021	Current Mo. 12/31/2021
2,667,724	6,297,206	Available Operating Cash	2,667,724	10,101,407	8,964,930
11,758,136	4,560,038	Investments	11,758,136	13,238,595	16,318,174

Young Mens Christian Association - Orange County

Cash Flow Statement - Fund 1

For the Period Ending 12/31/2021
Cash at Beginning of Period 10,101,407

Operations

Cash receipts from	
Childcare revenue	1,980,362
Membership revenue	605,879
Donations/Grants/Misc.	333,717
Cash paid for	
Labor expenses	(2,750,758)
Facility expenses	(383,310)
Operating expenses	(841,355)
Interest expense	
Misc.	
Net Cash Flow from Operations	(1,055,467)

Investing Activities

Cash receipts from	
Sale of property and equipment	
Sale of investment securities	
Interest earned	1,454
Cash paid for	
Purchase of property and equipment	(82,464)
Purchase of investment securities	
Misc.	
Net Cash Flow from Investing Activities	(81,010)

Financing Activities

Cash receipts from	
Borrowing	
Cash paid for	
Repayment of loans	
Net Cash Flow from Financing Activities	0

Net Increase in Cash **(1,136,477)**

Cash at End of Period 8,964,930

Young Mens Christian Association - Orange County

12-Month Cash Flow

Period Beginning	1/1/21	2/1/21	3/1/21	4/1/21	5/1/21	6/1/21	7/1/21	8/1/21	9/1/21	10/1/21	11/1/21	12/1/21
Period Ending	1/31/21	2/28/21	3/31/21	4/30/21	5/31/21	6/30/21	7/31/21	8/31/21	9/30/21	10/31/21	11/30/21	12/31/21
Cash at Beginning of Period	2,667,724	2,276,026	6,065,099	10,214,303	10,112,930	9,674,353	10,056,609	10,121,047	11,798,235	11,913,215	9,897,511	10,101,407
Cash at End of Period	2,276,026	6,065,099	10,214,303	10,112,930	9,674,353	10,056,609	10,121,047	11,798,235	11,913,215	9,897,511	10,101,407	8,964,930

Operations	Jan'21	Feb'21	Mar'21	Apr'21	May'21	Jun'21	Jul'21	Aug'21	Sep'21	Oct'21	Nov'21	Dec'21
Cash receipts from												
Childcare revenue	1,078,558	910,981	1,026,533	1,093,254	1,463,284	1,826,506	1,645,252	1,650,363	1,691,118	1,790,961	2,202,089	1,980,362
Membership revenue	354,257	439,229	467,345	578,570	589,729	706,521	607,041	679,128	690,084	538,773	523,879	605,879
Donations/Grants/Misc.	278,115	368,861	268,973	331,884	230,503	340,631	247,048	36,549	686,315	84,100	111,228	333,717
Cash paid for												
Labor expenses	(1,335,747)	(1,360,303)	(1,315,967)	(1,375,075)	(1,445,178)	(1,387,083)	(1,499,920)	(1,492,240)	(1,854,488)	(2,141,420)	(1,827,438)	(2,750,758)
Facility expenses	(218,514)	(228,541)	(217,562)	(227,485)	(250,409)	(256,589)	(269,487)	(340,660)	(304,454)	(352,753)	(343,987)	(383,310)
Operating expenses	(507,895)	(491,950)	(776,749)	(447,532)	(437,955)	(785,009)	(617,630)	(603,734)	(722,726)	(527,931)	(413,779)	(841,355)
Interest expense	(15,117)	(28,724)	(586)	(16,391)	(17,887)	(14,903)	(14,373)	(14,797)	(14,745)	(19,525)	(2,446)	
Misc.										(39,769)		
Net Cash Flow from Operations	(366,343)	(390,447)	(548,013)	(62,775)	132,088	430,075	97,932	(85,392)	171,105	(667,564)	249,546	(1,055,467)

Investing Activities

Cash receipts from												
Sale of property and equipment		4,216,960		500		100		1,777,742		950	150	
Sale of investment securities												
Interest earned	90	3	233	3	2,943	1,426	1,474	1,474	3	2,899	1,428	1,454
Cash paid for												
Purchase of property and equipment	(11,479)	(8,001)	(51,490)	(25,026)	(58,999)	(35,166)	(20,257)	(2,350)	(41,789)	(35,119)	(47,227)	(82,464)
Purchase of investment securities												
Misc.												
Net Cash Flow from Investing Activities	(11,389)	4,208,963	(51,257)	(24,523)	(56,056)	(33,640)	(18,783)	1,776,866	(41,786)	(31,270)	(45,650)	(81,010)

Financing Activities

Cash receipts from												
Borrowing			4,748,475							2,750,000		
Cash paid for												
Repayment of loans	(13,966)	(29,442)		(14,075)	(514,609)	(14,180)	(14,710)	(14,286)	(14,339)	(4,066,870)		
Net Cash Flow from Financing Activities	(13,966)	(29,442)	4,748,475	(14,075)	(514,609)	(14,180)	(14,710)	(14,286)	(14,339)	(1,316,870)	0	0

Net Cash Flow	(391,699)	3,789,073	4,149,205	(101,373)	(438,577)	382,255	64,439	1,677,188	114,980	(2,015,705)	203,896	(1,136,477)
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**FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY**

SUSTAINING THE CAUSE

**Financial Benchmarks Report, and Mission
and Governance Disclosures and
Recommendations**

**Confidential report provided exclusively for:
YMCA of Orange County (0535), Tustin, California**

Based on 2020 year-end data
Date Generated: December 17, 2021

YMCA OF THE USA
101 N Wacker Drive, Chicago, IL 60606
P 800 872 9622

OVERVIEW

YMCA of Orange County (0535) Financial Benchmarks Report (2017 - 2020)

EIN: 95-1644055

Report Generated on: December 17, 2021

Table of Contents	
Overview of Report and Results	3
YMCA KFI Benchmarks and Peer Analysis Dashboard	4
Revenue Analytics	5
Total Revenue Composition	5
Operating Revenue Composition	6
Operating Statement of Activities - Growth	7
Earned vs. Contributed Revenue	7
Annual Charitable Support Ratio	8
Membership Revenue & Percent Change	9
Annual Campaign Revenue & Percent Change	9
Expense Analytics	10
Total Expense Composition	10
Operating Statement of Activities - Sources of Spending	10
Personnel Costs & Percent Change	11
Functional Expenses	11
Statement of Financial Position Analytics	12
Asset Composition	12
Net Asset Composition	12
Capital Assets - Useful vs. Depreciated Life	13
Net assets without donor restrictions as % of Total Assets	13
Liability Composition	14
Ratio of Total Debt to Net assets without donor restrictions	14
Liquidity-Months of Cash/Equivalents & Investments On Hand	15
Liquidity-Working Capital Ratio	15
Mission and Governance Disclosures and Recommendations	16
Mission Statement	16
Program Service Accomplishments	17
Governance, Management & Disclosure	19
Supporting Financial Details	22
YMCA Financial Summary Tables	22
Key Definitions and Calculations	24

OVERVIEW

Overview of Report

Leading your YMCA with sound fiscal management and governance practices is key to advancing the cause now and in the future. The goal of this report is to assist your Y's leadership in making informed and strategic financial decisions in support of your Y's mission and goals.

This report provides financial ratios to help you benchmark financial performance against industry standards, past performance, peers, and your management objectives. It also provides leadership context by reflecting your Y's IRS 990 disclosures on mission, program accomplishments, and governance policies and practices.

The financial data for this report spans four years based on your Y's annual reporting and IRS Form 990 submissions to Y-USA. Its accuracy depends on the consistency of your 990 and Y-USA reporting within each year, and how accurately you itemized key revenue fields in 2020. If you need to correct your 2020 data and re-run this report, edits may be made in an edit form available in the C-TRAC system.

Your Y's Quick Summary

This report considers key financial indicators of a sustainable operation, as well as mission drivers that reflect evolving relevance in the community, focus on program impact, and a commitment to increasing mission resources to both sustain and advance the cause into the future. Based on your Y's reported data it appears that:

- Your Y's capital structure is in benchmark range (60-100%), suggesting little or manageable debt levels, and some flexibility in responding to unforeseen needs.
- Your Y is not generating sufficient revenue to cover expenses (including 100% dep. and int.), which may signal opportunity to grow revenue and control expenses.
- Your Y's negative operating margin (after dep. and int.) makes it difficult to keep up with inflation and to increase spending power toward increased mission impact.
- Your Y's charitable profile, with annual charitable support at 15% of operating revenue, suggests the community sees the Y as relevant and supports its cause.
- Your Y's membership revenue growth in 2020 did not keep pace with the average annual CPI change, suggesting an opportunity to examine membership and pricing.
- Your Y's program expense allocation, below the 85% benchmark, may signal an opportunity to examine management efficiency for program delivery and impact.

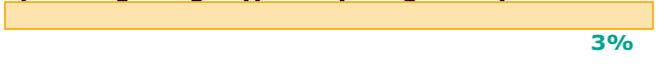
Details inside this report provide more context for this summary. You can provide the local context and strategic inquiry to more fully understand what this data means for your Y and its goals. If any findings appear amiss, please start by checking the accuracy of the data submitted, as reflected on pages 22-23.

Additional Resources

For access to more support in assessing or strengthening your fiscal management, go to [Link.ymca.net](https://link.ymca.net) where you may connect with best practice resources and peers via the Fiscal Management section, or request direct consulting support from Service Delivery Partner YMCAs via the home page.

OVERVIEW

YMCA Benchmarks and Peer Analysis Dashboard

		TRENDS IN YEAR-END RESULTS					
Key Financial Ratios		2017	2018	2019	2020	Benchmark	Peers 2020
2020 year-end results compared to benchmark							
CAPITAL STRUCTURE	Net assets without donor restrictions as % Total Assets 	▲ 70%	▲ 72%	▲ 75%	▲ 67%	60-100%	56.6%
	Debt as a Percent of Unrest. Net Assets	▲ 21%	▲ 18%	▲ 15%	▲ 19%	≤ 25%	41.4%
	Debt Service Coverage	▲ 8.2	▲ 20.9	▲ 10.9	▼ -11.0	≥ 1.5	1.1
OPERATING PERFORMANCE	Coverage of Dep. and Interest by Change in Net assets without donor restrictions 	▲ 102%	▲ 301%	▲ 307%	▼ -167%	≥ 100% of Dep. & Int.	69.0%
	Liquidity (Current Ratio)	▼ 0.9	▼ 0.9	▲ 1.8	● 1.3	≥ 1.5	1.6
	Liquidity (Months of Cash and Equivalents)	▼ 0.7	▼ 1.0	▼ 1.4	▼ 1.3	≥ 2.0 mos.	2.4
	Productivity	▲ 57%	▲ 55%	▲ 57%	▼ 71%	≤ 60%	58.9%
MISSION DRIVERS	Contributions and Grants as a % of Revenue (4yr avg=15%)	11%	19%	12%	20%		35.6%
	Annual Charitable as % of Op. Rev. 	● 11%	▲ 19%	● 12%	▲ 20%	≥ 15%	32.8%
	Program Efficiency 	● 83%	● 84%	● 84%	● 80%	≥ 85%	85.0%
	Member Revenue Growth 	N/A	▲ 1.6%	▼ -4.0%	▼ -48.9%	≥ CPI Avg Annual CHG	-36.13%
	Operating Margin (your 4yr avg=-1%) 	● 0.1%	▲ 7.2%	▲ 6.8%	▼ -17.8%	≥ 3%	-4.7%

Total Operating Revenue:

\$24,436,721

Peer Group for your Y:

Over \$14 Million

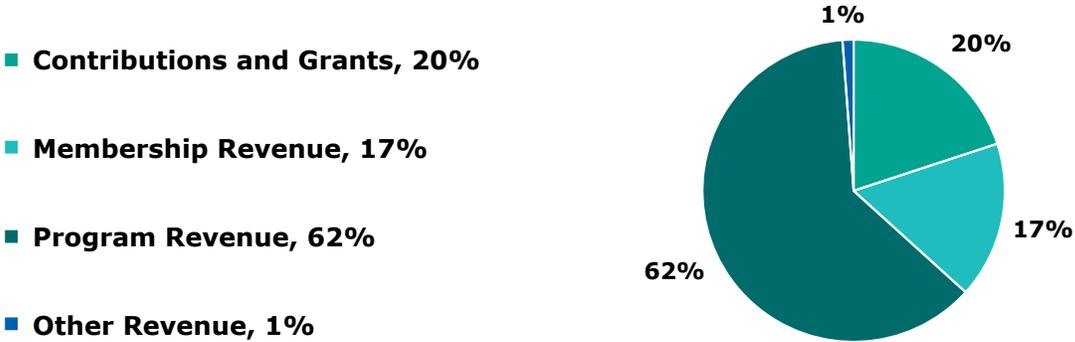
Number in Peer Group:

89 (dependent on Ys reported in when report is run)

- ▲ Meeting benchmark or better
- Outside benchmark
- ▼ Significantly outside benchmark

REVENUE ANALYTICS

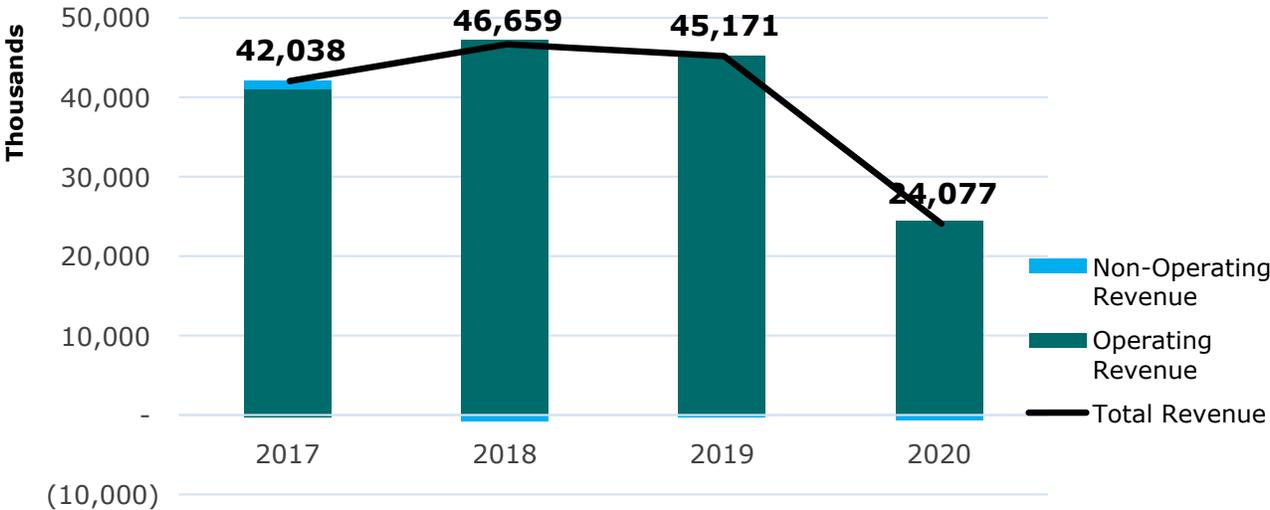
Total Revenue Composition - 2020



Government Funding comprises 8.3% of Total Revenue: 8.3% is from government grants which are included in Contributions and Grants above, and 0.0% is from government contracts which are included in Program Revenue above.

Capital Campaign Contributions comprise 0%, and Contributions to Endowment comprise 0%, of Total Revenue. Both are included in Contributions and Grants above.

Four-Year Total Revenue Trend



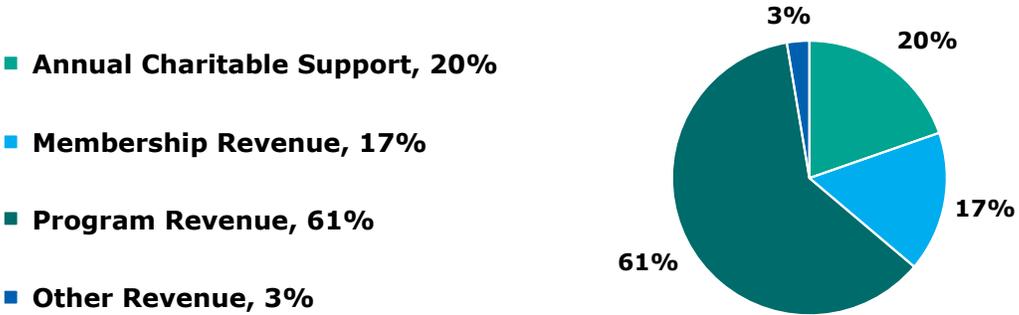
*NOTE: *Non-Operating Revenue includes Capital Campaign, Realized and Unrealized Gains and Losses, and Contributions to Endowment.*

A diverse revenue mix is integral to sustaining your mission. Revenue composition will vary by YMCA based on the size and types of programming. Typically, sizable portions are for charitable contributions, membership, and program revenue with only a small percentage for other categories. If your Y has sizable amounts of *non-operating revenue, your Y's revenue composition will be impacted.

Please note that several ratios shown throughout this report, particularly the Annual Charitable Support Ratio, are based on Operating Revenue (next page) and will not match the percentage shown here.

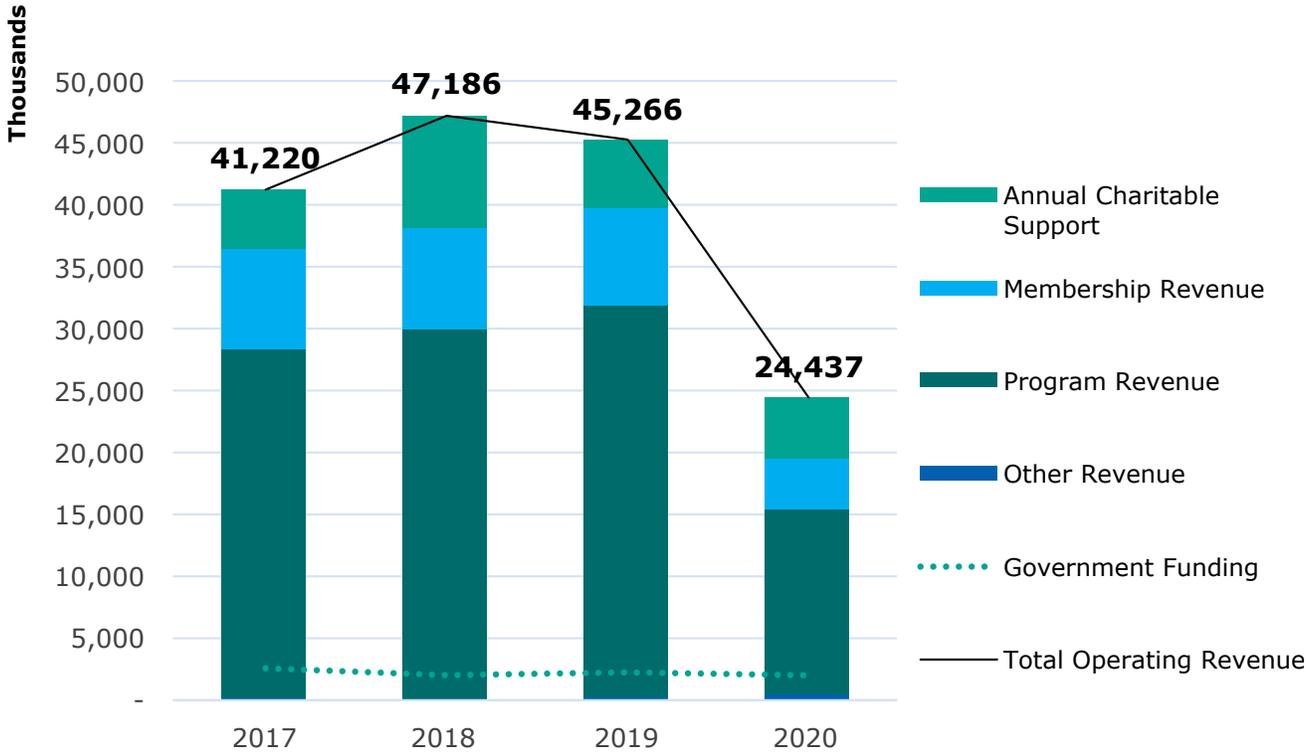
REVENUE ANALYTICS

Operating Revenue Composition - 2020



Government Funding comprises 8.2% of Operating Revenue: 8.2% is from government grants which are included in Annual Charitable Support above, and 0.0% is from government contracts which are included in Program Revenue above.

Four-Year Operating Revenue Analysis

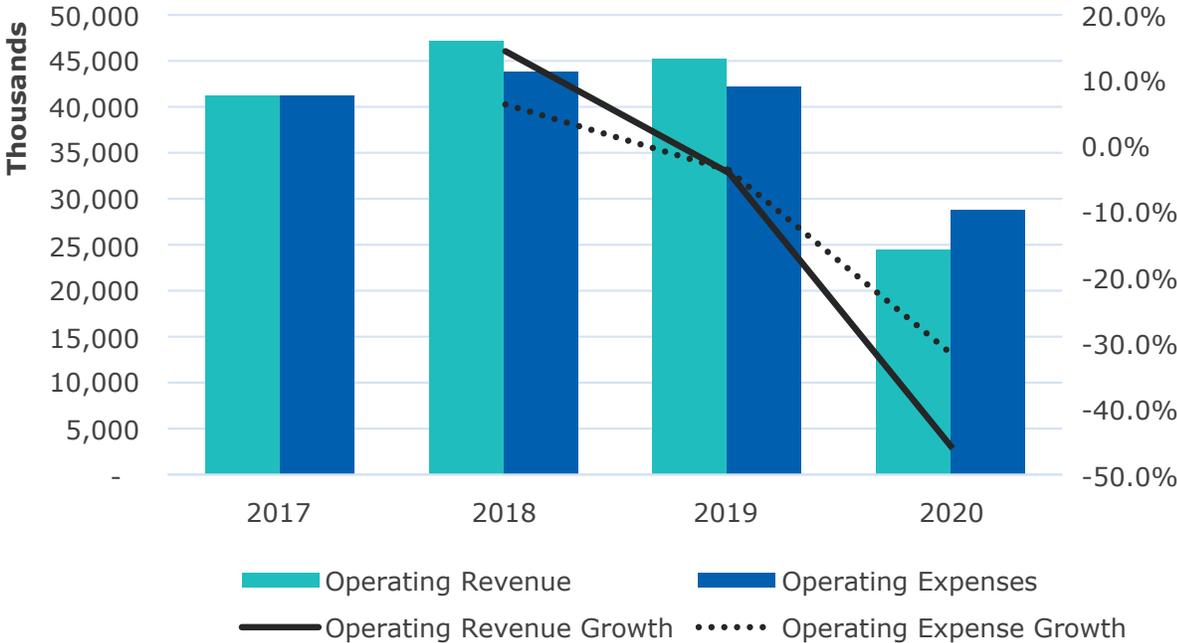


NOTE: Other Revenue includes sales of supplies and services, investment income (interest and dividends), and miscellaneous revenue.

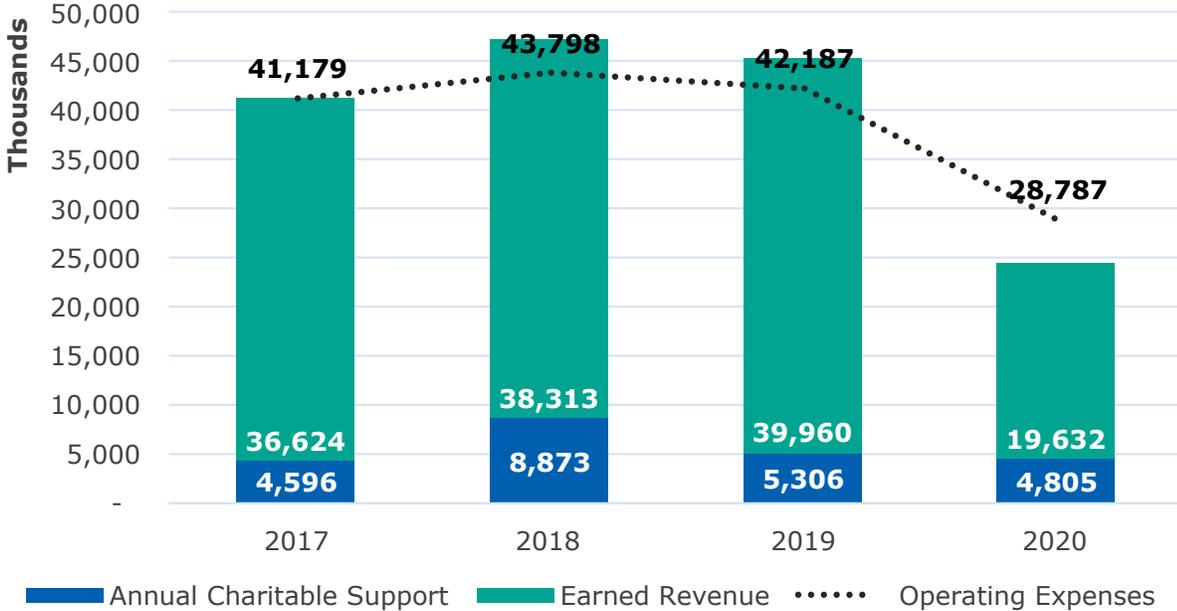
The operating revenue composition chart reflects the Y’s operating model and primary sources for funding the mission. Operating Revenue excludes non-operating revenue items such as Capital Campaign, Realized and Unrealized Gains/Losses, and Contributions to Endowment.

REVENUE ANALYTICS

Operating Statement of Activities - Growth



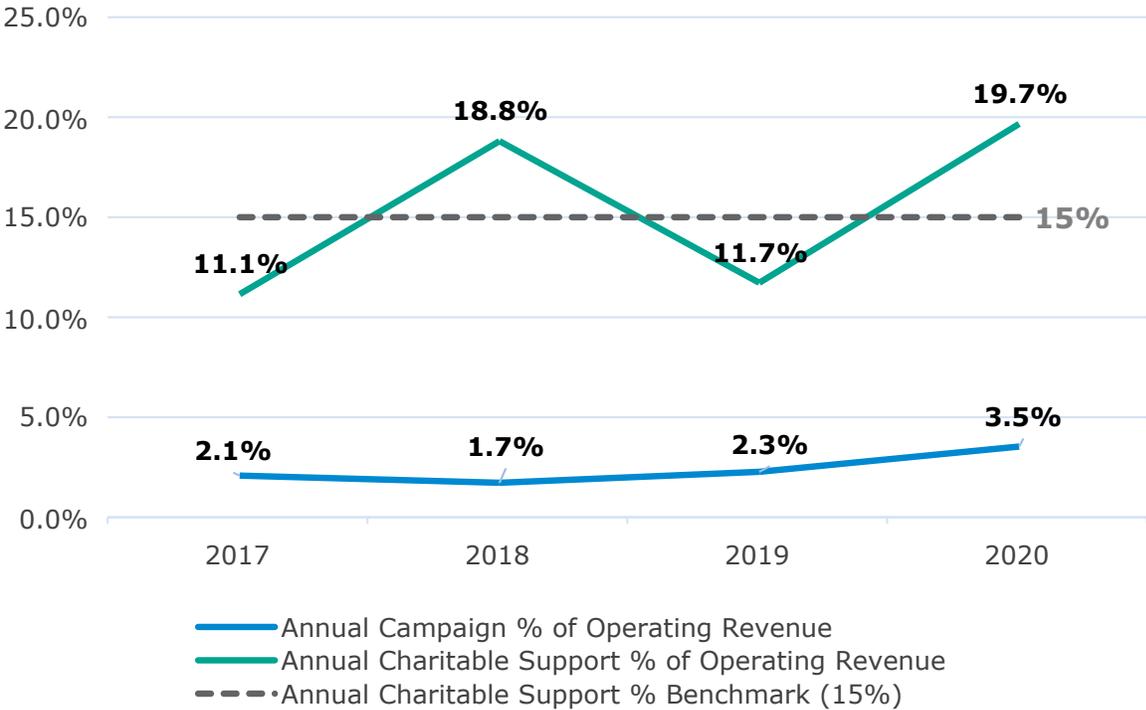
Earned Revenue vs. Annual Charitable Support



A strong operating margin will give your Y flexibility in responding to unforeseen expenses and exploring new ways to achieve your mission. At a minimum, Ys will ideally be able to cover costs, including interest and depreciation. This ensures that your Y has sufficient cash flow to appropriately train and compensate staff, handle replacing broken equipment, pay debt service, and address other operating issues as they arise. Ideally, your Y will generate revenues and operating margins sufficient to both keep up with inflation and your community's growth.

REVENUE ANALYTICS

Annual Charitable Support Ratio

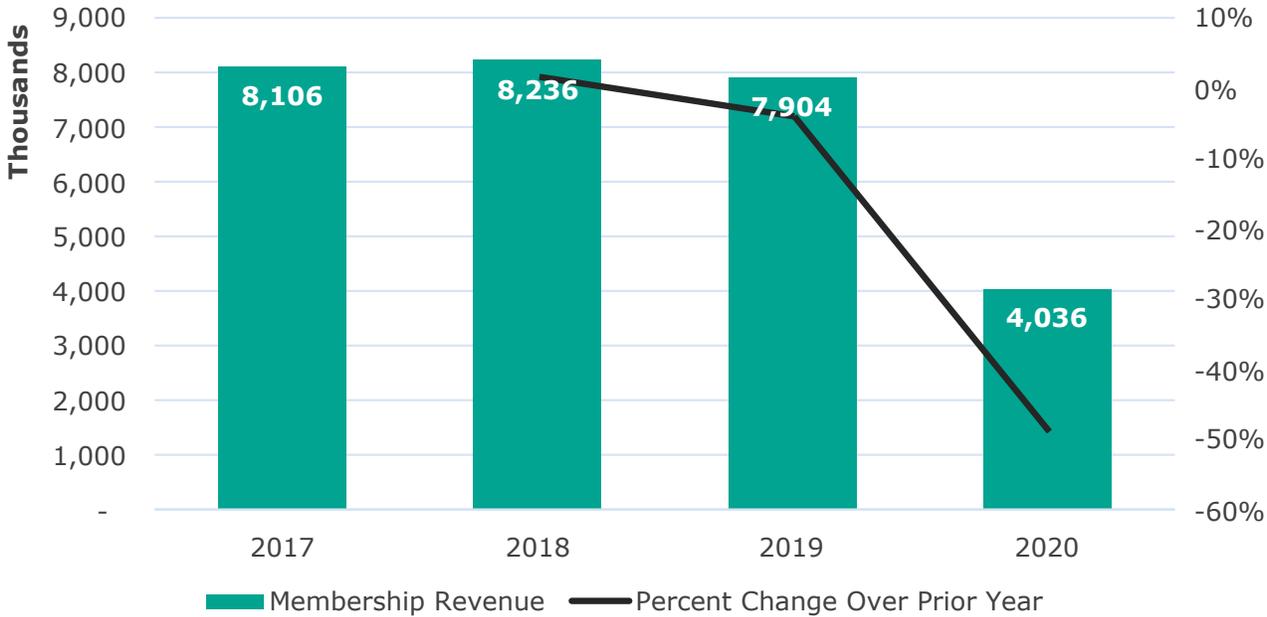


Total Contributions and Grants reflects community support and mission relevance. It includes all Annual Charitable Support as well as any Contributions to Endowment and Capital Campaigns. Collectively it demonstrates how effectively your Y engages its community in believing and investing in the organization’s cause-driven work. *The graph above shows Annual Charitable Support to focus attention on sustainable, repeatable gifts.*

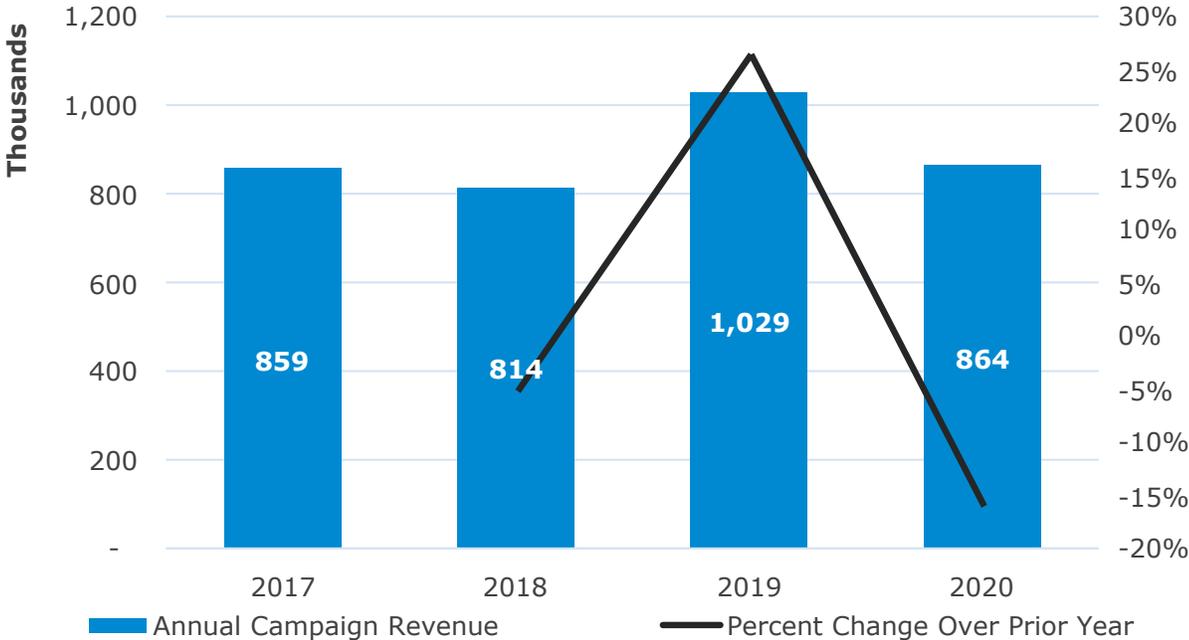
Annual Charitable Support, as a percent of operating revenue, provides sustainable and predictable revenues to the organization's operation. This ratio includes contributions that support operations (Annual Campaign, General Contributions, Federated Campaigns such as United Way, Foundation and Corporate Grants, Special Events, International, and Government Grants) and thus serves to measure the ongoing philanthropic health of a Y. Our national goals aim to achieve 15% and typically Ys achieve 10% or higher. Achieving the 15% ratio underscores that, although it charges fees for services, the Y is a nonprofit organization that relies on community support to carry out its work. The **Annual Campaign** portion of the ratio has proven the most reliable while the other sources are subject to external influences.

REVENUE ANALYTICS

Membership Revenue & Percent Change Over Prior Year



Annual Campaign Revenue & Percent Change Over Prior Year

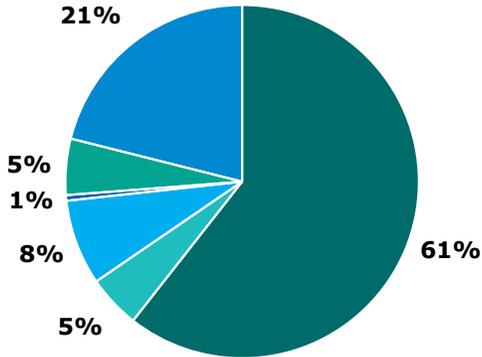


Conducting a successful Annual Campaign is essential for your Y to achieve and sustain its annual charitable support goal and build a foundation for all other fundraising efforts. The Annual Campaign is one of the largest volunteer programs at Ys; as it directly invites donors to exercise their social responsibility by engaging with each other in a larger community to advance the cause.

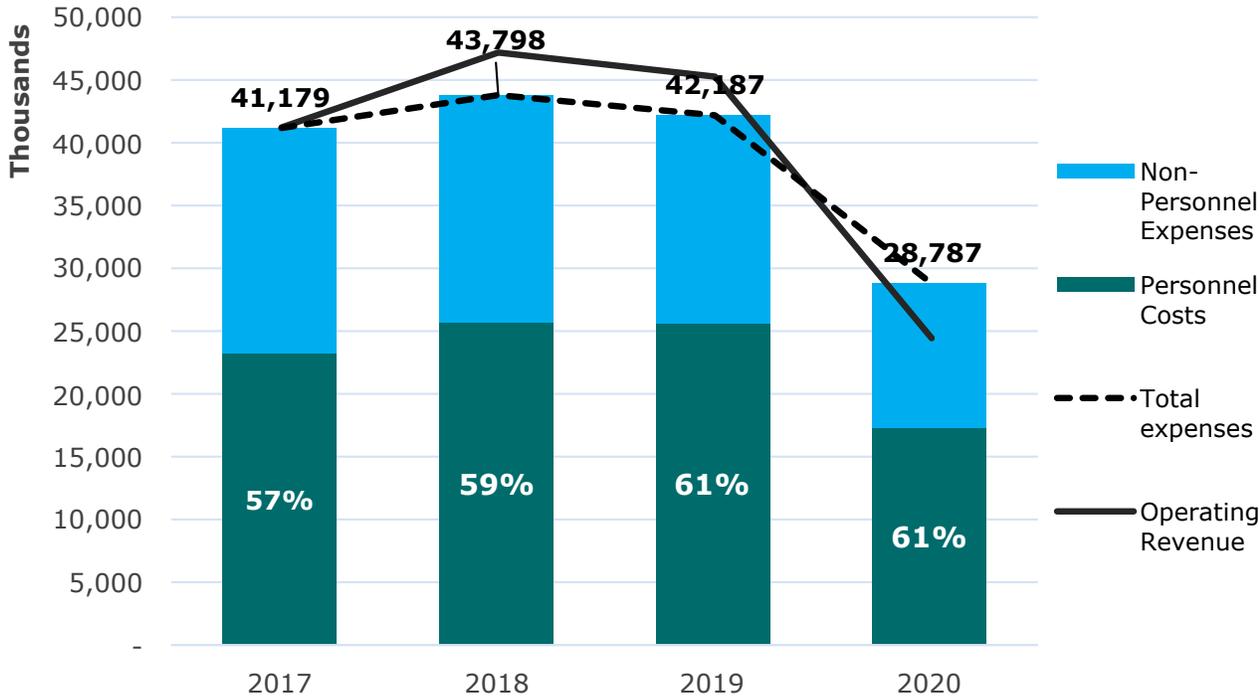
EXPENSE ANALYTICS

Total Expense Composition - 2020

- Personnel Costs, 61%
- Professional Fees, 5%
- Occupancy, 8%
- Interest, 1%
- Depreciation, 5%
- Other Expenses, 21%



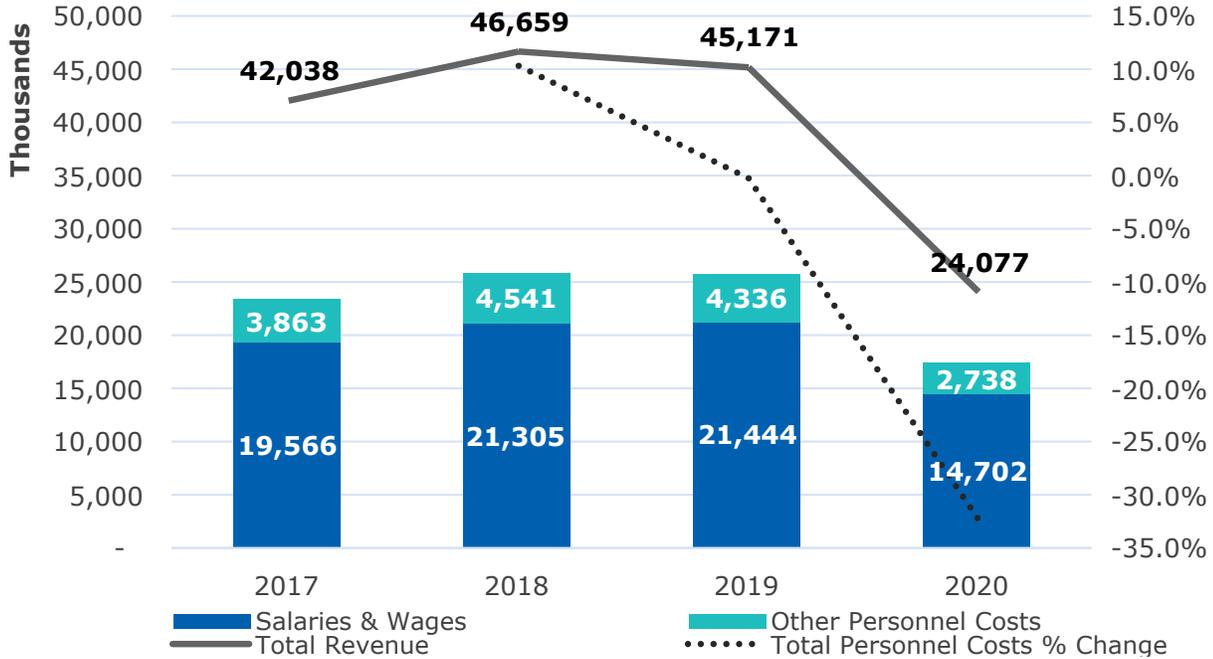
Four-Year Operating Statement of Activities - Sources of Spending



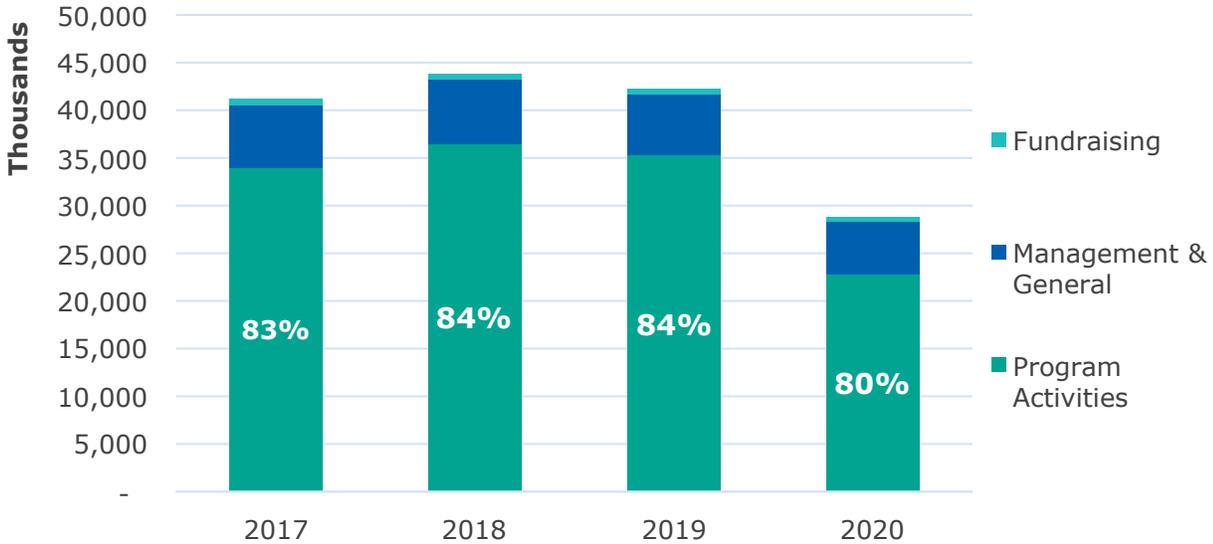
It is essential that Ys spend money appropriately in a way that advances the cause. The charts reflect the trends relative to your Y's operating expenses, typically with a focus on personnel costs and program efficiencies. Further analysis will help you understand the relationship of your mission's expenses.

EXPENSE ANALYTICS

Personnel Costs & Percent Change Over Prior Year



Functional Expenses

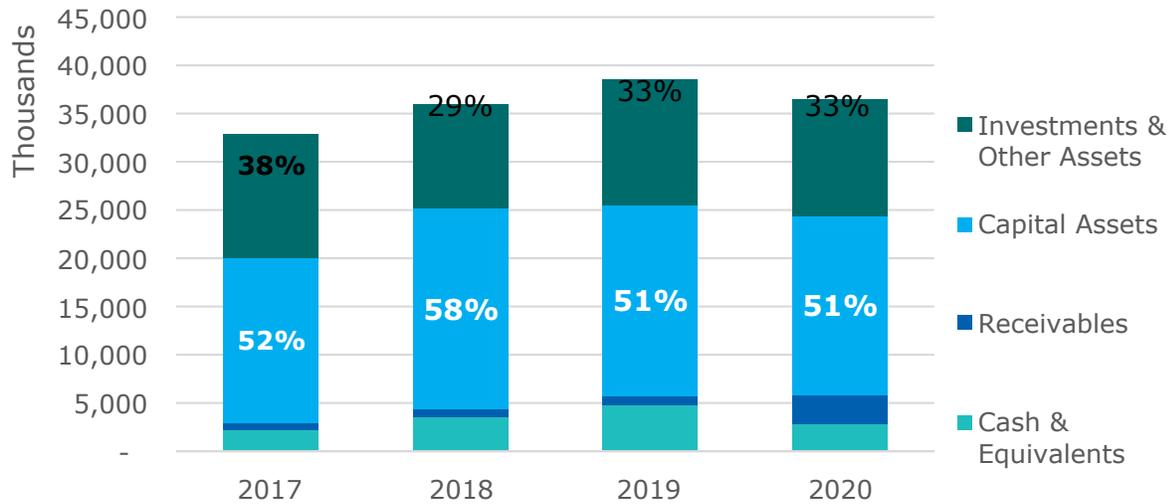


Personnel costs are typically the largest expense for Ys and represent between 50-60% of a Y's operating budget.

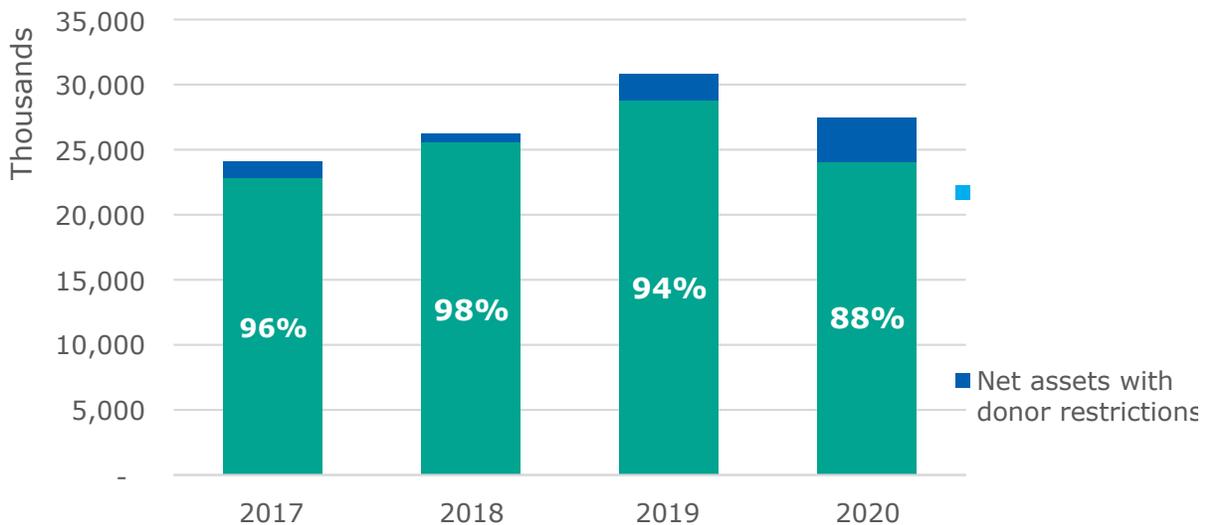
Your program efficiency is reflected in how much of your Y's spending goes toward delivery of programs versus management overhead and fundraising expenses. A commonly held notion by funders in the nonprofit world is that program spending to total spending is strongest at 85 percent or higher.

STATEMENT OF FINANCIAL POSITION ANALYTICS

Asset Composition



Net Asset Composition

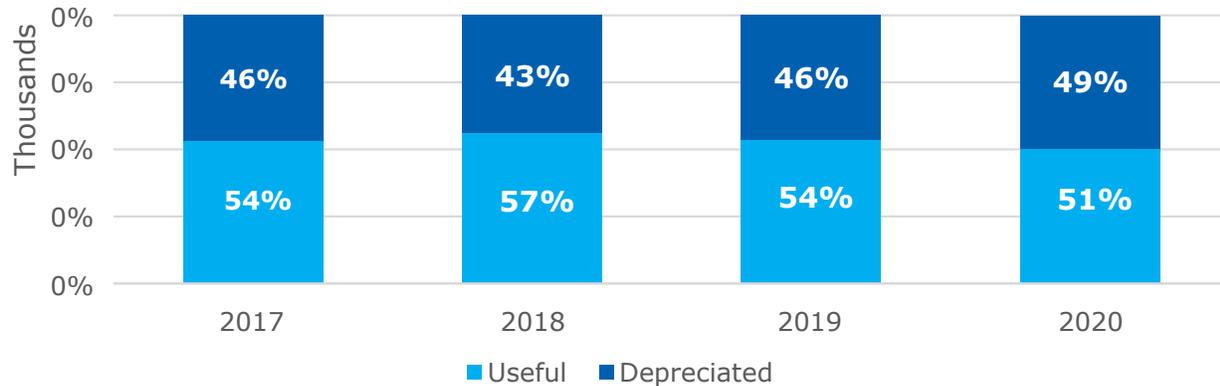


Ys commonly have net assets in three categories: unrestricted, temporarily restricted, and permanently restricted. Unrestricted net assets are used for daily operations. Temporarily restricted net assets are funds received and designated for a specific program. Permanently restricted net assets contain endowments and other funds that are to be kept in perpetuity. Typically a nonprofit can use only the income from permanently restricted net assets, not the principal.

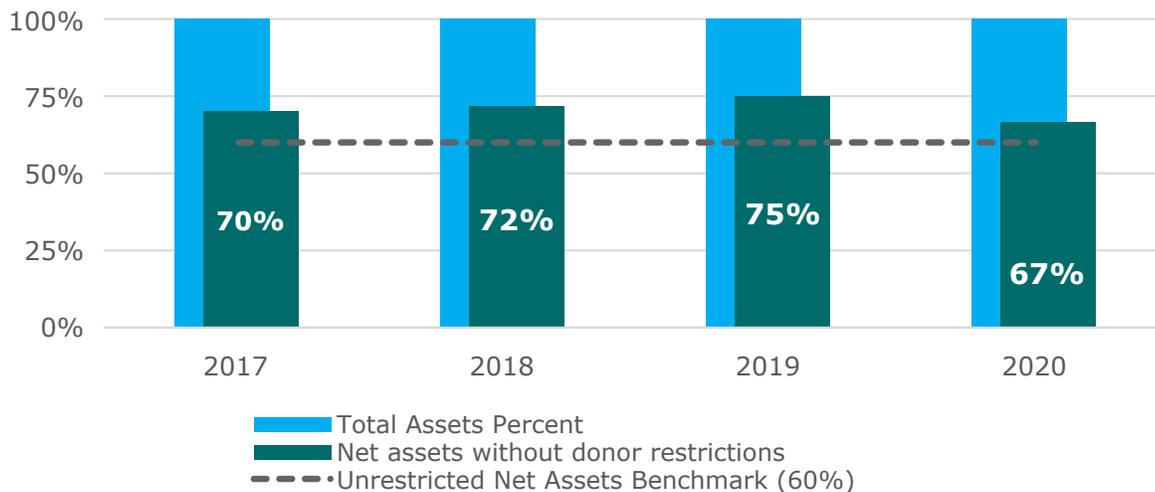
The change in unrestricted net assets is a strong indicator (bottom line) of an organization's financial health in any given fiscal period.

STATEMENT OF FINANCIAL POSITION ANALYTICS

Capital Assets - Useful vs. Depreciated Life



Net assets without donor restrictions as a % of Total Assets

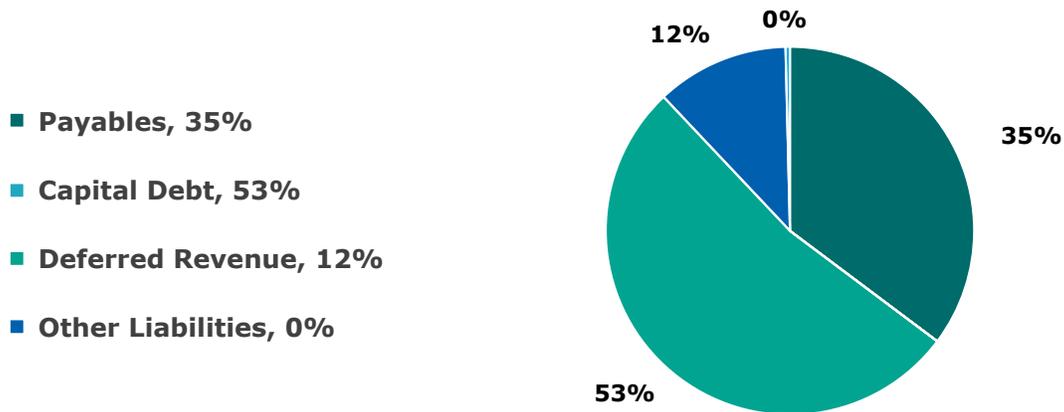


Capital Assets (i.e., buildings, real estate, equipment, and furniture) are long-term tangible pieces of property that a Y owns and uses in the production of its revenue. These are not expected to be consumed or converted into cash any sooner than at least one year's time. Depreciation is a method of allocating the cost of a tangible asset over its useful life. The graph above may indicate whether assets are at the end of their usefulness and require replacement.

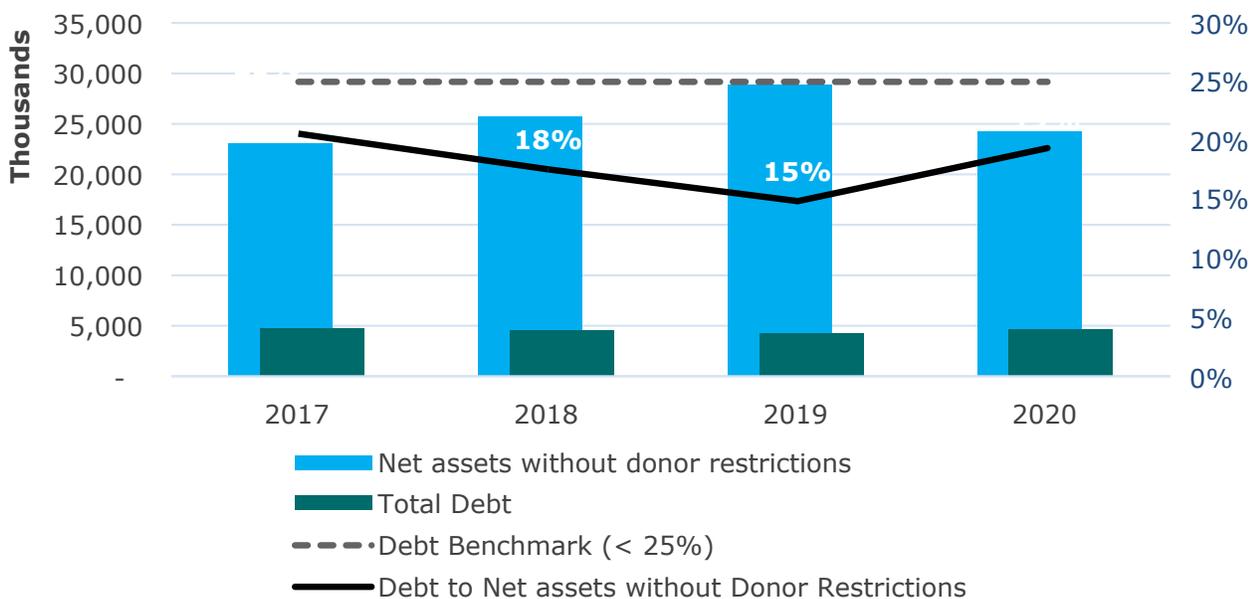
The Net Assets to Total Assets Ratio describes the strength of your Y's Capital Structure, an overall measure of fiscal health for your Y. A ratio over 60% is commonly considered healthy, as long as all the assets of the organization aren't illiquid (i.e., dedicated to long-term assets) providing autonomy and flexibility in pricing and scholarship. Additionally, this allows your Y the resource capacity to attract and maintain a dedicated, motivated workforce. An overly leveraged capital structure, below 60%, will necessitate that revenue be redirected away from programs, workforce, and supplies to be directed toward debt service.

STATEMENT OF FINANCIAL POSITION ANALYTICS

Liability Composition - 2020



Total Debt to Net Assets without Donor Restrictions

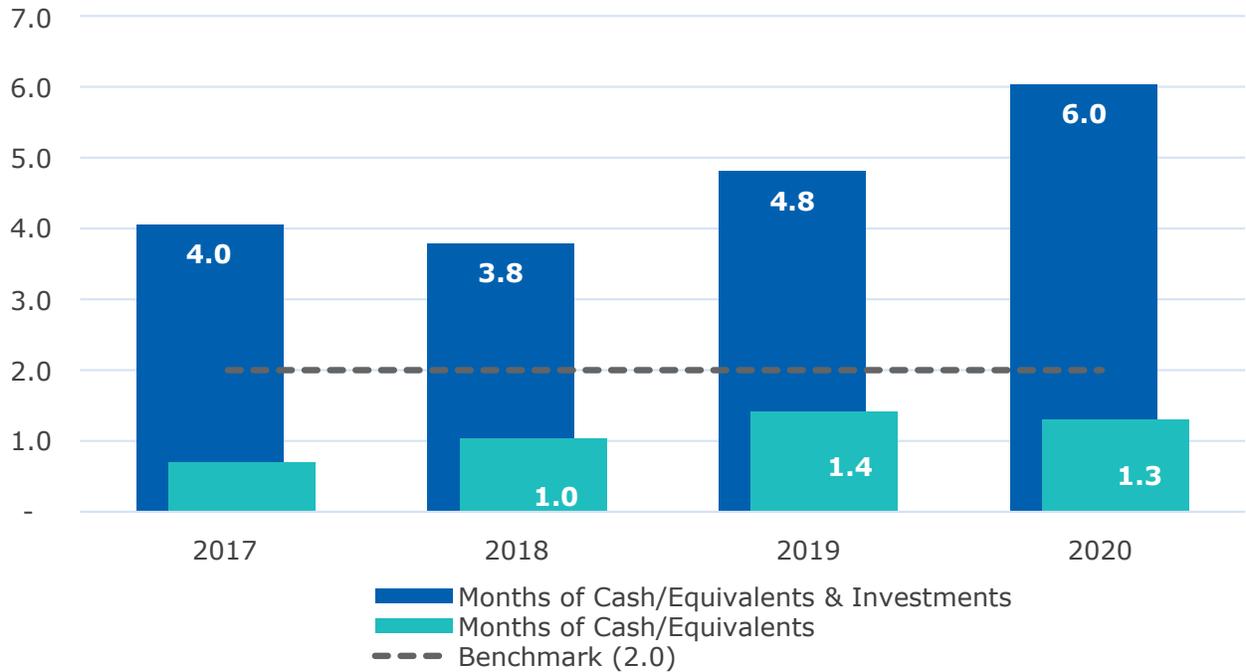


Liabilities (i.e., loans, accounts payable, mortgages, deferred revenues, and accrued expenses) comprise the debt and legal obligations of your Y. Liabilities are used to finance operations and help pay for program or facility expansion. Too much debt will limit the Y's flexibility in fulfilling current operational needs and responding to new challenges.

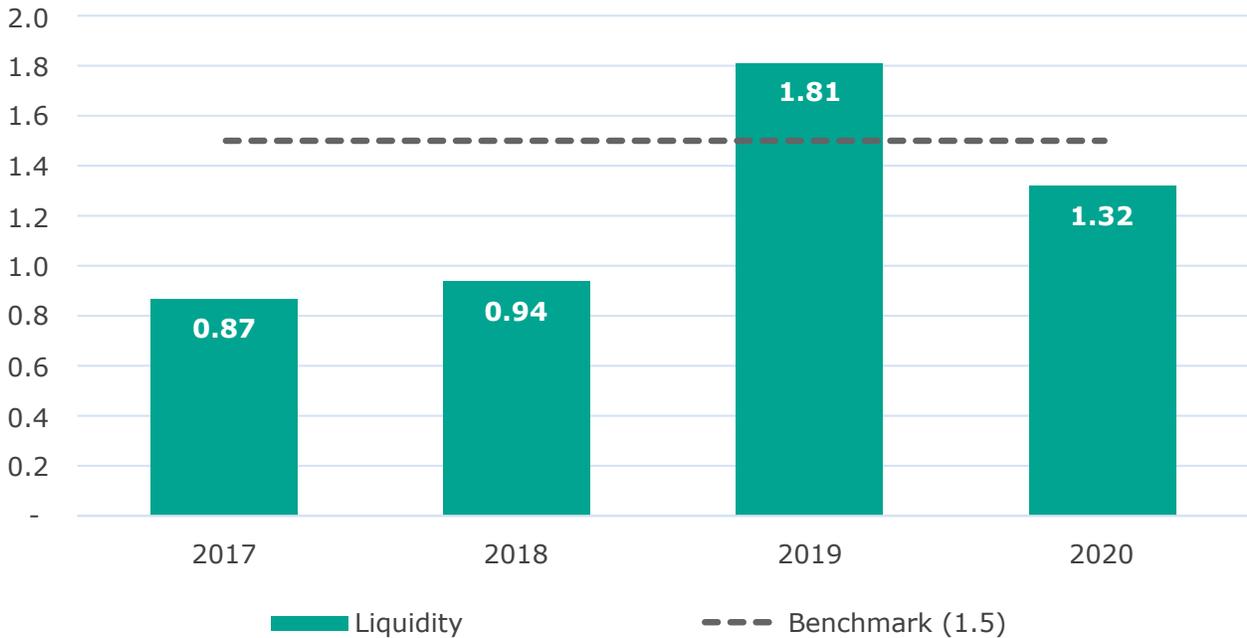
Total Debt as a Percent of Unrestricted Net Assets indicates the extent to which the your Y relies on debt financing (leveraging) and is considered in benchmark range if it is below 25%.

STATEMENT OF FINANCIAL POSITION ANALYTICS

Liquidity - Months of Cash/Equivalents & Investments on Hand



Liquidity - Working Capital Ratio



Months of Cash on Hand measures liquidity and estimates how many months of organizational expenses could be covered with current cash balances. The **current ratio** measures assets that will be cash within a year and liabilities that will have to be paid within a year, which can provide an indication of an organization’s future cash flow. The **working capital ratio** measures how much of a Y’s resources are unrestricted and available for current and future use by removing the total net assets that have been expended for fixed assets (such as assets that will likely never be converted to cash).

MISSION AND GOVERNANCE DISCLOSURES AND RECOMMENDATIONS

Introduction

The following section is provided to assist you in determining how well your 990 disclosures align with your tax exempt purpose. Your information reflects disclosures included in your 990 and Y-USA recommendations for best practice reporting is provided for comparison.

1) Mission Statement

The Internal Revenue Service (IRS) encourages charities to establish and regularly review the organization's mission. A clearly articulated mission, adopted by the board of directors, serves to explain and popularize the charity's purpose and guide its work. It also addresses why the charity exists, what it hopes to accomplish, and what activities it will undertake, where, and for whom.

The following is recommended by Y-USA for Part I:

Your Y may describe its mission or, in the alternative, highlight its significant activities (Youth Development, Healthy Living, Social Responsibility). Your statement must also be consistent with, but not necessarily identical to, your mission as stated in your Articles of Incorporation and Form 1023.

The following describes your YMCA's mission statement as reported on the 2020 year-end Form 990, Part I.

NOTE: Depending on the length of narratives included in your Form 990, the entire narrative may not fit in the space available on this page.

STRENGTHENING THE FOUNDATIONS OF COMMUNITY IS OUR CAUSE. WE WORK TO MAKE SURE THAT EVERYONE REGARDLESS OF AGE, INCOME OR BACKGROUND HAS THE OPPORTUNITY TO LEARN, GROW AND THRIVE THROUGH OUR FACILITIES, FITNESS PROGRAMS, FAMILY PROGRAMMING, COMMUNITY EVENTS AND MORE.

MISSION AND GOVERNANCE DISCLOSURES AND RECOMMENDATIONS

2) Program Service Accomplishments

The IRS asks organizations to describe the accomplishments of their three most expensive programs in Part III, Line 4. This offers organizations a key opportunity to communicate how they spend resources strategically in support of their mission and cause.

The following example is provided by Y-USA for Part III, Line 4:

Youth Development

Our Y is committed to nurturing the potential of every child and teen. We believe that all kids deserve the opportunity to discover who they are and what they can achieve. That's why we help young people cultivate the values, skills, and relationships that lead to positive behaviors, better health and educational achievement. Our Y programs, such as [insert names of exemplar programs such as early learning, arts, youth sports, leadership, child care], offer a range of experiences that enrich cognitive, social, physical, and emotional growth. Expenses include subsidies and direct financial assistance that make participation possible for [insert #] percent of the young people we engage.

Healthy Living

The Y is a leading voice on health and well-being. We bring families closer together, encourage good health and foster connections through fitness, sports, fun, and shared interests [may insert names of exemplar programs such as diabetes prevention, group classes, health screening, aquatics, social clubs]. As a result, [insert #] people in our community are receiving the support, guidance, and resources they need to achieve greater health in spirit, mind, and body. This is particularly important as our nation struggles with an obesity crisis, families struggle with work/life balance and individuals search for personal fulfillment. Our programs are accessible, affordable and open to all faiths, backgrounds, abilities, and income levels. In [insert year], we provided [insert \$] in financial assistance to people who otherwise may not have been able to afford to participate.

Social Responsibility

Our Y believes in giving back and supporting our neighbors. We have been listening and responding to our community's most critical social needs for more than [insert #] years. Y programs, such as [insert names of exemplar programs such as Foster care, housing, Togetherhood, substance abuse programs, employment/vocational training, and English as a Second Language classes], are examples of how we deliver training, resources and support that empower our neighbors to effect change, bridge gaps and overcome obstacles. In [insert year], we engaged [insert #] YMCA members, participants and volunteers in activities that strengthen our community and pave the way for future generations to thrive.

MISSION AND GOVERNANCE DISCLOSURES AND RECOMMENDATIONS

2) Program Service Accomplishments (Continued)

The following describes your Y's program service accomplishments as reported on the 2020 year-end Form 990, Part III.

NOTE: Depending on the length of narratives included in your Form 990, the entire narrative may not fit in the space available on this page.

THE YMCA PROVIDES A SAFE AND INCLUSIVE BEFORE-AND-AFTER SCHOOL CARE PROGRAM WHICH SUPPORTS THE NEEDS AND PRIORITIES FOR THE CHILD, THE FAMILY, AND THE SCHOOL. OUR PROGRAMS FACILITATE THE DEVELOPMENT OF THE WHOLE CHILD THROUGH MEANINGFUL EXPERIENCES, PROGRAMS, AND COLLABORATIONS THAT BUILD RELATIONSHIPS AND A SENSE OF COMMUNITY. CURRENTLY, THE Y DELIVERS CURRICULUM-BASED PROGRAMMING ON 76 SCHOOL CAMPUS LOCATIONS THROUGHOUT ORANGE COUNTY, RIVERSIDE COUNTY AND POMONA VALLEY, IN ADDITION, WE PROVIDE YEAR-ROUND EXPERIENCES THROUGH DAY CAMPS AND CLUBS. YOUTH EXPERIENCE CURRICULUM THROUGH A VARIETY OF CONTENT AREAS, HANDS-ON ACTIVITIES, CLUBS, SERVICE LEARNING PROJECTS, AND ENRICHMENT CENTERS. THE YMCA PROVIDES A SAFE AND INCLUSIVE BEFORE-AND-AFTER SCHOOL CARE PROGRAM WHICH SUPPORTS THE NEEDS AND PRIORITIES FOR THE CHILD, THE FAMILY, AND THE SCHOOL. OUR PROGRAMS FACILITATE THE DEVELOPMENT OF THE WHOLE CHILD THROUGH MEANINGFUL EXPERIENCES, PROGRAMS, AND COLLABORATIONS THAT BUILD RELATIONSHIPS AND A SENSE OF COMMUNITY.

Expenses	12,825,260
Grants	364,606
Revenues	12,303,261

THE YMCA PROVIDES COMPREHENSIVE HEALTH & WELLNESS PROGRAMMING TO YOUTH AND ADULTS IN THE ORANGE AND LOS ANGELES COUNTIES. THROUGH QUALITY PROGRAMS AND PARTNERSHIPS THAT SPAN ACROSS 7 LOCATIONS AND 7 CITIES, THE COMMUNITY RECEIVES OPPORTUNITIES TO ENGAGE IN HEALTHIER HABITS, COMMUNITY INVOLVEMENT, GIVING BACK, AND BEING CONNECTED. THE Y IS A PLACE WHERE EVERYONE CAN WORK TOWARD THEIR OWN GOALS BY CHALLENGING THEMSELVES TO LEARN A NEW SKILL OR HOBBY, FOSTERING CONNECTIONS WITH FRIENDS, AND BRINGING LOVED ONES CLOSER TOGETHER THROUGH FAMILY-CENTERED HEALTHY ACTIVITIES. AT THE Y, IT'S NOT THE ACTIVITY AS MUCH AS IT IS ABOUT THE BENEFITS OF LIVING HEALTHIER TOGETHER. THE YMCA PROVIDES COMPREHENSIVE HEALTH & WELLNESS PROGRAMMING TO YOUTH AND ADULTS IN THE ORANGE AND LOS ANGELES COUNTIES. THROUGH QUALITY PROGRAMS AND PARTNERSHIPS THAT SPAN ACROSS 7 LOCATIONS AND 7 CITIES, THE COMMUNITY RECEIVES OPPORTUNITIES TO ENGAGE IN HEALTHIER HABITS, COMMUNITY INVOLVEMENT, GIVING BACK, AND BEING CONNECTED. THE Y IS A PLACE WHERE EVERYONE CAN WORK TOWARD THEIR OWN GOALS BY CHALLENGING THEMSELVES TO LEARN A NEW SKILL OR HOBBY, FOSTERING CONNECTIONS WITH FRIENDS, AND BRINGING LOVED ONES CLOSER TOGETHER THROUGH FAMILY-CENTERED HEALTHY ACTIVITIES.

Expenses	6,415,218
Grants	103,055
Revenues	4,906,391

THE YMCA'S MISSION DOES NOT STOP AT TRADITIONAL SCHOOL OR FITNESS SETTING, BUT EXTENDS BEYOND TO MEET THE NEEDS OF THOSE IN OUR COMMUNITY WHO MAY HAVE SPECIAL NEEDS. THROUGH KEY PROGRAMS, THE Y OFFERS ALL COMMUNITY MEMBERS THE ABILITY TO PARTICIPATE IN PROGRAMS, MAKE NEW FRIENDS, BUILD MEMORIES, AND LIVE LIFE TO THEIR BEST. NEW HORIZONS IS A PROGRAM FOR ADULTS LIVING WITH DEVELOPMENTAL DISABILITIES AND SPECIAL NEEDS AGES 18 AND UP. THE NEW HORIZONS PROGRAM PROVIDES SAFE AND SUPERVISED RECREATIONAL OUTINGS IN THE COMMUNITY THAT OFFER SOCIAL INTERACTION, SKILL BUILDING, AND LIFELONG FRIENDSHIPS. WHILE PARTICIPANTS ARE HAVING FUN, THEIR FULL-TIME CAREGIVERS ARE PROVIDED WITH THE "TIME OFF" THEY NEED TO BETTER CARE FOR THEIR LOVED ONES.

Expenses	2,898,722
Grants	32,212
Revenues	876,004

MISSION AND GOVERNANCE DISCLOSURES AND RECOMMENDATIONS

3) Governance, Management and Disclosure

The following describes your Y's governance policies and procedures as reported on the 2020 year-end Form 990, Parts VI and XII.

NOTE: N/A indicates your Form 990 did not require a response for that specific line.

Part VI, lines 1a-b	Primarily independent voting board members	✓
Part VI, line 2	Does not have family/business relationships among interested persons	✓
Part XII, line 2b	Audited financial statements prepared by independent accountant	✓
Part XII, line 2c	Committee that assumes responsibility for oversight of financial statement audit and selection of an independent accountant	✓
Part VI, line 8a	Documents board meeting minutes	✓
Part VI, line 10b	Written policies and procedures governing activities of chapters, branches or affiliates	✓
Part VI, line 11a	Copy of Form 990 provided to governing body prior to filing	✓
Part VI, line 12a	Written conflict of interest policy	✓
Part VI, line 12b	Officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts	✓
Part VI, line 12c	Regular and consistent monitoring and enforcement of compliance with conflict of interest policy	✓
Part VI, line 13	Written whistleblower policy	✓
Part VI, line 14	Written document retention and destruction policy	✓
Part VI, line 15a	Process for establishing compensation of top management official	✓
Part VI, line 15b	Process for establishing compensation of other officers/key employees	✓

Overview

The IRS believes that a well-governed charity is more likely to obey the tax laws, safeguard charitable assets, and serve charitable interests than one with poor or lax governance. A charity that has a knowledgeable and committed governing body and management team and sound management practices is more likely to operate more effectively and consistently with tax law requirements. The IRS Form 990 asks governance questions to ensure each charity is thoughtful about the governance structure and practices that are most appropriate for that charity in assuring sound operations and compliance with the tax law.

MISSION AND GOVERNANCE DISCLOSURES AND RECOMMENDATIONS

3) Governance, Management and Disclosure (Continued)

Engaged and Knowledgeable Governing Board

The IRS encourages an active and engaged board, believing that it is important to the success of a charity and to its compliance with applicable tax law requirements. Governing boards should be composed of persons who are informed and active in overseeing a charity's operations and finances. If a governing board tolerates a climate of secrecy or neglect, the IRS is concerned that charitable assets are more likely to be diverted to benefit the private interests of insiders at the expense of public and charitable interests. Successful governing boards include individuals who not only are knowledgeable and engaged, but selected with the organization's needs in mind (e.g. accounting, finance, compensation, and ethics).

Key Governance and Management Policies

Although the Internal Revenue Code does not require charities to have governance and management policies, the IRS will review an organization's application for exemption and annual information returns (Forms 990) to determine whether the organization has implemented policies relating to executive compensation, conflicts of interest, investments, fundraising, documenting governance decisions, document retention and destruction, and whistleblower claims.

Fiscal Review and Reporting for Stewardship

Directors are stewards of a charity's financial and other resources. The IRS encourages the board, either directly or through a board-authorized committee, to ensure that financial resources are used to further charitable purposes and that the organization's funds are appropriately accounted for by regularly receiving and reviewing up-to-date financial statements and any auditor's letters or finance and audit committee reports.

Public Trust through Transparency and Accountability

By making full and accurate information about its mission, activities, finance, and governance publicly available, a charity encourages transparency and accountability to its constituents. The Internal Revenue Code requires a charity to make its Form 1023 exemption application, Form 990, and Form 990-T, available for public inspection. The IRS encourages (but does not require) every charity to adopt and monitor procedures to ensure that its Form 1023, Form 990, Form 990-T, annual reports, and financial statements, are complete and accurate, are posted on its public website, and are made available to the public upon request.

MISSION AND GOVERNANCE DISCLOSURES AND RECOMMENDATIONS

3) Governance, Management and Disclosure (Continued)

The following describes your Y's governance policies and procedures as reported on the 2020 year-end Form 990, Part VI and Schedule O.

NOTE: Depending on the length of narratives in your Form 990, the entire narrative may not fit in the space available on this page. #N/A indicates your Form 990 did not report on that specific line.

Line 2b, Family/business relationships among interested persons

#N/A

Line 11b, Form 990 review process:

THE CONTROLLER REVIEWS THE 990 AGAINST THE AUDITED FINANCIALS AND DOCUMENTS PREPARED INTERNALLY FOR THE 990 THEN SENDS QUESTIONS BACK TO THE CPA. ONCE ALL QUESTIONS ARE ANSWERED AND CONTROLLER IS SATISFIED WITH THE RESULTS A COPY IS FORWARDED TO THE MEMBERS OF THE AUDIT COMMITTEE FOR REVIEW AND APPROVAL. IF THEY ARE SATISFIED WITH THE 990 IT IS THEN SENT ON TO THE ENTIRE BOARD OF DIRECTORS FOR

Line 12c, Conflict of interest policy & review process:

ANNUALLY OR WHEN A NEW BOARD MEMBER JOINS THE YMCA BOARD, A COMPREHENSIVE CONFLICT OF INTEREST STATEMENT IS COMPLETED BY THE BOARD MEMBER(S). ANY CONFLICTS DISCLOSED ON THE CONFLICT OF INTEREST STATEMENT OR THAT COME UP DURING THE YEAR ARE REVIEWED BY THE BOARD OF DIRECTORS OR AN EXECUTIVE COMMITTEE OF DISINTERESTED DIRECTORS. IF A CONFLICT OF INTEREST IS IDENTIFIED, THE YMCA WILL NOT ENTER INTO THE CONTRACT OR TRANSACTION UNTIL THE BOARD OF DIRECTORS OR THE EXECUTIVE COMMITTEE OF DISINTERESTED DIRECTORS HAVE REVIEWED THE CONTRACT TO DETERMINE IF: 1.) THE YMCA CAN ENTER INTO A MORE ADVANTAGEOUS CONTRACT WITH REASONABLE EFFORT WITH A PERSON OR ENTITY THAT DOES NOT CONSTITUTE A CONFLICT OF INTEREST, 2.) IF A MORE ADVANTAGEOUS CONTRACT CANNOT BE FOUND WITH REASONABLE EFFORT, THE BOARD OF DIRECTORS OR THE EXECUTIVE COMMITTEE OF DISINTERESTED DIRECTORS WILL DETERMINE BY MAJORITY VOTE IF THE CONTRACT OR TRANSACTION IS IN THE BEST INTEREST OF THE YMCA AND DEEMED TO BE FAIR AND REASONABLE.

Line 15a, Process to establish compensation of top management official:

EXECUTIVE LEADERSHIP COMPENSATION IS REVIEWED ON A YEARLY BASIS. THE EVALUATION CRITERIA IS GATHERED FROM SEVERAL SOURCES (I.E., 3RD PARTY ENTITIES, YMCA OF THE USA, AND RESEARCH OF PUBLIC RECORDS CONCERNING INSTITUTIONS OF SIMILAR SIZE ORGANIZATIONS WITHIN THE YMCA COMMUNITY, LOCALITY, AND BUDGET SIZE). AN INDEPENDENT COMPENSATION CONSULTANT ASSISTS WITH THE COLLECTION AND EVALUATION OF THE DATA. THE INFORMATION IS PRESENTED TO THE EXECUTIVE COMPENSATION COMMITTEE, A SUB-COMMITTEE OF THE BOARD OF DIRECTORS, CONSISTING OF DISINTERESTED PARTIES, FOR REVIEW AND TO BE VOTED ON.

Line 15b, Process to establish compensation of other officers & key employees:

OFFICERS AND KEY EMPLOYEE COMPENSATION IS REVIEWED ON A YEARLY BASIS. THE EVALUATION CRITERIA IS GATHERED FROM SEVERAL SOURCES (I.E., 3RD PARTY ENTITIES, YMCA OF THE USA, AND RESEARCH OF PUBLIC RECORDS CONCERNING INSTITUTIONS OF SIMILAR SIZE ORGANIZATIONS WITHIN THE YMCA COMMUNITY, LOCALITY, AND BUDGET SIZE). AN INDEPENDENT COMPENSATION CONSULTANT ASSISTS WITH THE COLLECTION AND EVALUATION OF DATA. THE INFORMATION IS PRESENTED TO THE EXECUTIVE COMPENSATION COMMITTEE, A SUB COMMITTEE OF THE BOARD OF DIRECTORS, CONSISTING OF DISINTERESTED PARTIES, FOR REVIEW AND TO BE VOTED ON. 2020 WAS THE MOST RECENT YEAR IN WHICH THE COMPENSATION PROCESS WAS REVIEWED, DISCUSSED, AND APPROVED FOR EXECUTIVE LEADERSHIP OFFICERS AND KEY EMPLOYEES.

SUPPORTING FINANCIAL DETAILS

Financial Tables Summary YMCA of Orange County (0535)

TABLE 1: Revenue Composition	2017	2018	2019	2020
Membership Revenue	8,106,018	8,235,559	7,903,747	4,036,276
Contributions and Grants (includes **)	4,595,822	8,872,755	5,306,189	4,805,036
Residence	-	-	-	-
Child Care	20,296,374	21,715,459	23,641,176	12,303,261
Resident Camp	1,381,382	296,534	1,552,604	376,865
Day Camp	-	-	1,901,454	-
Other Program Services Revenue	6,474,298	7,987,199	4,552,541	2,270,753
Program Services Revenue	28,152,054	29,999,192	31,647,775	14,950,879
Investment Income (includes *)	1,062,796	(190,153)	327,336	45,211
Miscellaneous Revenue	121,316	(258,024)	(13,838)	239,268
Endowment Transfers to Operations	-	-	-	-
Operating Revenue (excludes * & **)	41,219,956	47,185,980	45,265,753	24,436,721
Operating Revenue Growth Rate (%)	n/a	14.5%	-4.1%	-46.0%
Membership Revenue Growth Rate (%)	n/a	1.6%	-4.0%	-48.9%
Program Services Revenue Growth Rate (%)	n/a	6.6%	5.5%	-52.8%
*(Un)Realized Gains/Losses	818,050	(526,651)	(94,544)	(360,051)
Total Revenue	42,038,006	46,659,329	45,171,209	24,076,670
Govt. Funding (included in Prog. Rev. and Grants)	2,578,363	2,019,454	2,248,585	2,008,534
TABLE 2: Contributions and Grants	2017	2018	2019	2020
Federated Campaign Contributions	-	-	-	-
Special Events, Net	143,057	163,089	135,651	-
Annual Campaign Contributions	858,626	813,748	1,028,785	863,797
International Contributions	-	-	-	-
Corporate & Foundation Grants	1,013,867	5,876,464	1,893,168	26,083
General Contributions	1,909	-	-	1,906,622
Government Grants	2,578,363	2,019,454	2,248,585	2,008,534
Annual Charitable Support	4,595,822	8,872,755	5,306,189	4,805,036
Annual Charitable % of Operating Revenue	11.1%	18.8%	11.7%	19.7%
Annual Campaign % of Operating Revenue	2.1%	1.7%	2.3%	3.5%
Annual Campaign Growth Rate (%)	n/a	-5.2%	26.4%	-16.0%
**Capital Campaign	-	-	-	-
**Contributions to Endowment	-	-	-	-
TABLE 3: Expenses	2017	2018	2019	2020
Salaries and Wages	19,565,785	21,305,274	21,444,404	14,701,679
Other Personnel Costs	3,863,485	4,540,705	4,336,088	2,738,060
Financial Assistance	1,118,421	1,109,377	1,054,304	504,993
Professional Fees	1,995,073	2,182,516	1,864,566	1,399,596
Supplies	357,335	363,013	381,982	678,829
Occupancy	3,268,462	3,663,466	2,826,833	2,251,676
Insurance	455,116	531,925	920,152	673,261
Equipment	n/a	n/a	n/a	n/a
Promotion and Publicity	-	-	-	-
Fair Share Support	413,409	413,444	420,997	292,836
International Expenditures	1,000	-	-	-
Interest Expense	74,902	85,112	72,640	147,362
Depreciation Expense	1,813,011	1,599,466	1,411,510	1,479,989
Other Expenses	9,370,922	9,113,212	8,507,942	4,423,242
Operating Expenses	41,178,500	43,798,133	42,187,114	28,786,530
Expenses before Interest & Depreciation	39,290,587	42,113,555	40,702,964	27,159,179
Expenses before Int. & Dep. Growth Rate (%)	n/a	7.2%	-3.3%	-33.3%
Personnel Expenses	23,429,270	25,845,979	25,780,492	17,439,739
Personnel Expenses Growth Rate (%)	n/a	10.3%	-0.3%	-32.4%
Productivity Ratio (%)	56.8%	54.8%	57.0%	71.4%

SUPPORTING FINANCIAL DETAILS

Financial Tables Summary (Continued)
YMCA of Orange County (0535)

TABLE 4: Operating Margin*	2017	2018	2019	2020
Change in Net Assets before Int. & Dep.	1,929,369	5,072,425	4,562,789	(2,722,458)
As % of Operating Revenue	4.7%	10.7%	10.1%	-11.1%
Change in Net Assets after Int. & Dep.	41,456	3,387,847	3,078,639	(4,349,809)
As % of Operating Revenue	0.1%	7.2%	6.8%	-17.8%
TABLE 5: Functional Expenses	2017	2018	2019	2020
Program Activities	34,211,728	36,712,318	35,522,656	23,021,130
Management and General	6,562,909	6,714,555	6,344,974	5,488,559
Fundraising	403,863	371,260	319,484	276,841
TABLE 6: Balance Sheet Composition	2017	2018	2019	2020
Cash/Equivalents	2,400,922	3,749,771	4,983,379	3,101,391
Investments	11,482,364	10,079,397	11,937,055	11,358,639
Accounts and Pledges Receivable	764,025	814,566	974,350	2,989,006
Inventories for Sale or Use	-	-	-	-
Prepaid Expenses and Deferred Charges	497,227	458,553	589,107	317,114
Gross Land, Buildings, & Equipment	31,641,600	36,696,060	36,460,234	36,105,910
Accumulated Depreciation	14,572,744	15,864,726	16,632,337	17,636,845
Total Assets	32,891,035	35,952,321	38,564,886	36,405,859
Accounts Payable and Accrued Expenses	2,231,687	3,634,465	2,371,828	3,137,761
Deferred Revenue	1,272,028	1,228,300	914,751	1,036,614
Total Debt	4,747,576	4,526,430	4,302,790	4,694,913
Total Liabilities	8,780,022	9,676,772	7,751,554	8,904,076
Net assets without donor restrictions	23,050,015	25,764,109	28,939,243	24,234,215
Net assets with donor restrictions	1,060,998	511,440	1,874,089	3,267,568
Total Net Assets	24,111,013	26,275,549	30,813,332	27,501,783
Total Liabilities as a % of Total Assets	26.7%	26.9%	20.1%	24.5%
Total Net Assets as a % of Total Assets	73.3%	73.1%	79.9%	75.5%
Insurance Replacement Value*	54,223,000	60,782,712	32,952,712	15,000,000
TABLE 7: Liquidity	2017	2018	2019	2020
Cash and Cash Equivalents	2,400,922	3,749,771	4,983,379	3,101,391
Cash, Equivalents and Investments	13,883,286	13,829,168	16,920,434	14,460,030
Months of Cash/Equivalents available	0.70	1.03	1.42	1.29
Months of Cash/Equivalents and Investments	4.05	3.79	4.81	6.03
Current Assets	2,400,922	5,022,890	6,546,836	6,407,511
Current Liabilities	4,231,575	5,348,732	3,616,247	4,851,323
Current Ratio: Curr. Assets/Curr. Liabilities	0.6	0.9	1.8	1.3
TABLE 8: Debt	2017	2018	2019	2020
Tax Exempt Bonds, as % of Debt	0.0%	0.0%	0.0%	0.0%
Loans to O,D,T,KE, as % of Debt	0.0%	0.0%	0.0%	0.0%
Secured Mortgages, Notes Payable, as % of Debt	100.0%	100.0%	100.0%	100.0%
Unsecured Notes & Loans Payable, as % of Debt	0.0%	0.0%	0.0%	0.0%
Total Debt	4,747,576	4,526,430	4,302,790	4,694,913
Debt Service Cost	234,416	242,501	417,660	248,236
Total Debt as a % of Total Unrest. Net Assets	20.6%	17.6%	14.9%	19.4%
Debt Service Coverage	8.2	20.92	10.92	(10.97)

NOTES: (1) Data in Tables 1-5 source from Y-USA customized fields itemized in CTRAC; (2) Data in Tables 6-8 source from IRS Form 990 Part X; (3) Operating revenue excludes capital campaign contributions, contributions to endowment, and realized and unrealized gains/losses; (4) Annual charitable support excludes capital campaign contributions, contributions to endowment, and endowment transfers to operation; (5) Transfers from Endowment to Operation sources from any override edits made in C-TRAC to inform what part of 990 Schedule D applies to operation, not capital reinvestment; (6) Liquidity is often positively skewed due to inclusion of restricted dollars (such as capital campaign) in the total current assets.

SUPPORTING FINANCIAL DETAILS

Key Definitions and Calculations

Annual Charitable Support Ratio: Annual Charitable Support divided by Operating Revenue. Annual charitable support includes Annual Campaign, Federated Campaigns such as United Way, Corporate and Foundation Grants, Special Events Net, International, General Contributions, and Government Grants.

Contributions and Grants: Percent of total revenue from all contributions and grants sources including all annual charitable support, plus capital campaign and contributions to endowment, and excluding endowment transfers to operations.

Coverage of Depreciation and Interest by Change in Unrestricted Net Assets: Measures how much the unrestricted surplus or deficit (before Interest and Depreciation) covers the expense of Interest and Depreciation. CALC: $(\text{Operating Revenue} - \text{Operating Expense} + \text{Interest} + \text{Depreciation}) / (\text{Interest} + \text{Depreciation})$.

CPI Average Annual Change: Changes in the Consumer Price Index help reflect inflation, the general rise in the cost of doing business. Source: Bureau of Labor Statistics (<http://www.bls.gov/data/>), U.S. city average, not seasonally adjusted.

Total Debt: Includes secured mortgages and notes payable, unsecured notes and loans payable, tax-exempt bond liabilities. CALC: (IRS Form 990, Part X, lines 20 + 22 + 23 + 24.)

Debt Service: Includes Principal and Interest payments due in that reporting period.

Debt Service Coverage: Indicates if earnings (change in unrestricted net assets before interest and depreciation) are sufficient to cover debt service. "N/A" means debt or debt service is zero. CALC: $(\text{Operating Revenue} - \text{Operating Expense} + \text{Interest} + \text{Depreciation}) / \text{Debt Service}$.

Liquidity - Current Ratio: Liquidity indicates the short-term solvency of the Y (i.e. how easily it can pay its bills). Please note: If current assets include restricted dollars, such as capital campaign, this ratio will skew more positive than it really is. CALC: $(\text{IRS Form 990, Part X Lines 1 through 9}) / (\text{Part X Lines 17 through 25})$.

Liquidity - Months of Cash Available: Months of expenses covered by available cash indicates how long the Y can operate with the existing cash at current expense levels. CALC: $(\text{IRS Form 990, Part X, lines 1+2}) / (\text{Part IX, line 25(A)} / 12)$.

Membership Revenue Growth: Annual percent change in Membership Revenue. CALC: $(\text{Membership Revenue of recent year} - \text{Membership Revenue of prior year}) / \text{Membership Revenue of prior year}$.

Operating Expense: One and the same as Total Expense. (IRS Form 990 Part IX, Line 25A.)

Operating Margin: Unrestricted surplus or deficit (Operating Revenue minus Operating Expense) as a percent of Operating Revenue. This is an important forecasting ratio because it illustrates a Y's ability to produce a potential surplus, which could be drawn on if needed in future years. CALC: $(\text{Operating Revenue} - \text{Operating Expense}) / \text{Operating Revenue}$.

Operating Revenue: Total Revenue minus non-operating revenue items: Capital Campaign, Contributions to Endowment, (Un)Realized Gains/Losses. Please note: Operating Revenue is dependent on accurate itemization in C-TRAC for Y-USA customized fields.

Productivity: Measures every dollar earned or contributed for every dollar spent on personnel to maximize organizational efficiency. CALC: $(\text{Salary and Wages} + \text{Other Personnel Costs}) / \text{Operating Revenue}$.

Program Efficiency: This nonprofit ratio, often watched by funders, measures the efficiency of an organization in delivering program services. CALC: (IRS Form 990 Part IX, Line 25B/25A).

Unrestricted Net Assets as percent of Total Assets: This net assets ratio reflects the resources available to conduct programs in support of mission after considering the claims against those resources. CALC: $(\text{IRS Form 990, Part X, line 27}) / \text{Part X, line 16}$.



FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

November 2021 Financials

**Finance Committee did not meet in December of 2021
November 2021 Financials are attached for reference**

YMCA of Orange County

Association Summary by Minor Account
 For the Eleven Months Ending Tuesday, November 30, 2021
 Association's Operating Summary

November					YTD								
Actual	Budget	Act vs Bud Variance	Prior Year	Act vs Prior Yr Variance		Actual	% Rev	Budget	% Rev	Act vs Bud Variance	Prior Year	Act vs Prior Yr Variance	Annual Budget
Revenue													
2,865,509.45	2,741,272.00	124,237.45	2,696,574.03	168,935.42	Net Revenue Totals	27,719,563.45	100.00%	27,535,055.00	100.00%	184,508.45	22,356,581.87	5,362,981.58	30,256,557.00
Expense													
1,511,316.83	1,361,158.00	(150,158.83)	1,131,051.50	(380,265.33)	Salary and Wages	14,753,299.11	53.22%	14,897,630.00	54.10%	144,330.89	13,227,528.78	(1,525,770.33)	16,272,254.00
1,847,245.45	1,617,681.00	(229,564.45)	1,292,979.89	(554,265.56)	Wages and Benefits Total Expense	17,446,045.65	62.94%	17,495,719.00	63.54%	49,673.35	16,154,276.65	(1,291,769.00)	19,131,257.00
381,759.91	317,377.00	(64,382.91)	267,555.72	(114,204.19)	Flex Expenses Sub-Total	3,767,774.03	13.59%	3,966,262.00	14.40%	198,487.97	2,674,783.19	(1,092,990.84)	4,380,432.00
488,026.58	394,794.00	(93,232.58)	352,362.69	(135,663.89)	Fixed Expenses Sub-Total	4,487,141.91	16.19%	4,666,010.00	16.95%	178,868.09	4,525,802.59	38,660.68	5,073,366.00
2,717,031.94	2,329,852.00	(387,179.94)	1,912,898.30	(804,133.64)	Total Operating Expenses	25,700,961.59	92.72%	26,127,991.00	94.89%	427,029.41	23,354,862.43	(2,346,099.16)	28,585,055.00
\$148,477.51	\$411,420.00	(\$262,942.49)	\$783,675.73	(\$635,198.22)	Operating Net	\$2,018,601.86	7.28%	\$1,407,064.00	5.11%	\$611,537.86	(\$998,280.56)	\$3,016,882.42	\$1,671,502.00
(306,687.88)	(187,832.00)	118,855.88	590,025.04	896,712.92	Total Non-Operating Expenses	(1,678,976.98)	(6.06%)	(2,218,188.00)	(8.06%)	(539,211.02)	(3,214,220.22)	(1,535,243.24)	(2,429,891.00)
(\$158,210.37)	\$223,588.00	(\$381,798.37)	\$1,373,700.77	(\$1,531,911.14)	Net Outcome	\$339,624.88	1.23%	(\$811,124.00)	(2.95%)	\$1,150,748.88	(\$4,212,500.78)	\$4,552,125.66	(\$758,389.00)

YMCA of Orange County
 Association Summary by Minor Account
 For the Eleven Months Ending Tuesday, November 30, 2021
 Association's Operating Summary

November					YTD								
Actual	Budget	Act vs Bud Variance	Prior Year	Act vs Prior Yr Variance		Actual	% Rev	Budget	% Rev	Act vs Bud Variance	Prior Year	Act vs Prior Yr Variance	Annual Budget
Revenue													
\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0110 Contributions-Unrestricted	\$0.00	0.00%	\$0.00	0.00%	\$0.00	\$1,125.00	(\$1,125.00)	\$0.00
16,315.69	0.00	16,315.69	1,200.00	15,115.69	0115 Contributions-Restricted	104,171.48	0.38%	12,152.00	0.04%	92,019.48	102,811.29	1,360.19	12,152.00
221,169.76	0.00	221,169.76	886,731.42	(665,561.66)	0116 Emergency Funding Revenue	1,704,894.78	6.15%	0.00	0.00%	1,704,894.78	1,847,771.21	(142,876.43)	0.00
8,221.99	7,789.00	432.99	52,624.50	(44,402.51)	0120 Cont-Fndtn/Trusts	118,939.28	0.43%	195,242.00	0.71%	(76,302.72)	124,391.86	(5,452.58)	202,300.00
0.00	0.00	0.00	231.74	(231.74)	0190 Contribution/Transfer fr Other NP's	32,722.76	0.12%	0.00	0.00%	32,722.76	28,811.17	3,911.59	0.00
566.52	17,411.00	(16,844.48)	6,013.48	(5,446.96)	0210 Annual Campaign	739,559.82	2.67%	728,279.00	2.64%	11,280.82	817,846.71	(78,286.89)	747,888.00
(700.00)	0.00	(700.00)	0.00	(700.00)	0599 Special Event	187,160.00	0.68%	238,386.00	0.87%	(51,226.00)	(30.36)	187,190.36	238,386.00
61,820.60	0.00	61,820.60	83,127.66	(21,307.06)	0840 Contract Services Revenue	478,362.90	1.73%	0.00	0.00%	478,362.90	167,127.66	311,235.24	0.00
7,773.31	5,375.00	2,398.31	4,158.00	3,615.31	0910 City Funding	91,901.36	0.33%	67,580.00	0.25%	24,321.36	56,593.14	35,308.22	72,955.00
0.00	0.00	0.00	0.00	0.00	0920 Food Program	0.00	0.00%	21,721.00	0.08%	(21,721.00)	0.00	0.00	21,721.00
226,707.17	196,040.00	30,667.17	141,351.73	85,355.44	0931 Government Grant Income-Restricted	1,687,043.23	6.09%	1,970,104.00	7.15%	(283,060.77)	1,562,012.71	125,030.52	2,155,273.00
105,034.57	129,722.00	(24,687.43)	104,326.49	708.08	1001 Adult Membership	1,171,139.10	4.22%	1,413,548.00	5.13%	(242,408.90)	925,359.70	245,779.40	1,540,467.00
53,921.30	92,189.00	(38,267.70)	58,011.59	(4,090.29)	1002 Couple Membership	595,979.09	2.15%	920,096.00	3.34%	(324,116.91)	557,733.09	38,246.00	1,008,707.00
48,597.00	56,139.00	(7,542.00)	27,985.86	20,611.14	1007 3rd Party Memberships	513,535.66	1.85%	524,622.00	1.91%	(11,086.34)	338,078.34	175,457.32	578,699.00
10,451.71	11,639.00	(1,187.29)	9,928.14	523.57	1014 College/Student Membership	132,962.42	0.48%	125,545.00	0.46%	7,417.42	79,941.58	53,020.84	136,762.00
300.00	2,544.00	(2,244.00)	0.00	300.00	1017 Daily	1,501.00	0.01%	24,156.00	0.09%	(22,655.00)	(5,179.00)	26,800.00	0.00
1,080.00	556.00	524.00	1,215.00	(135.00)	1018 Seniors Membership	12,015.00	0.04%	6,702.00	0.02%	5,313.00	12,918.66	(903.66)	7,215.00
165,753.63	247,966.00	(82,212.37)	136,331.08	29,422.55	1019 Family Membership	1,588,538.25	5.73%	2,380,736.00	8.65%	(792,197.75)	1,653,901.60	(65,363.35)	2,620,422.00
5,642.00	9,434.00	(3,792.00)	8,226.00	(2,584.00)	1020 Single Parent Family	67,963.73	0.25%	98,294.00	0.36%	(30,330.27)	106,200.88	(38,237.15)	107,728.00
32,937.05	33,971.00	(1,033.95)	20,982.03	11,955.02	1101 Adventure Guides Program Fees	277,923.45	1.00%	270,801.00	0.98%	7,122.45	251,558.32	26,365.13	304,772.00
(5.83)	(9.00)	3.17	0.00	(5.83)	1122 AG Employee Discount	(17.49)	0.00%	(115.00)	0.00%	97.51	(76.68)	59.19	(203.00)
137,008.72	68,625.00	68,383.72	83,692.59	53,316.13	1130 Y Adventure Guides Event	1,133,186.71	4.09%	745,740.00	2.71%	387,446.71	586,652.65	546,534.06	834,490.00
9,921.73	11,839.00	(1,917.27)	6,001.92	3,919.81	1210 Facility Rental	94,466.24	0.34%	121,279.00	0.44%	(26,812.76)	95,947.33	(1,481.09)	132,118.00
10,494.00	14,750.00	(4,256.00)	18,360.00	(7,866.00)	1247 Membership Joining Fee	195,887.52	0.71%	226,112.00	0.82%	(30,224.48)	168,950.00	26,937.52	239,354.00
0.00	80.00	(80.00)	0.00	0.00	1274 Misc. Product Sales	0.00	0.00%	1,360.00	0.00%	(1,360.00)	2,500.00	(2,500.00)	1,380.00
0.00	0.00	0.00	0.00	0.00	1311 Resident Camp	85,092.00	0.31%	134,100.00	0.49%	(49,008.00)	0.00	85,092.00	157,200.00
87,450.00	3,975.00	83,475.00	0.00	87,450.00	1316 Camp User Group	534,505.00	1.93%	71,775.00	0.28%	462,730.00	0.00	534,505.00	71,775.00
10,398.50	10,500.00	(101.50)	(440.00)	10,838.50	1371 New Horizons Camp	56,395.87	0.20%	88,000.00	0.32%	(31,604.13)	57,215.80	(819.93)	100,000.00
42,387.41	57,500.00	(15,112.59)	22,487.62	19,899.79	1374 Regional Center	452,897.77	1.63%	573,000.00	2.08%	(120,102.23)	291,511.51	161,386.26	655,000.00
4,975.00	600.00	4,375.00	5,850.00	(875.00)	1410 Child Care Admin Reg Fee	491,908.58	1.77%	355,075.00	1.29%	136,833.58	254,807.41	237,301.17	356,350.00
1,536,108.53	1,621,740.00	(85,631.47)	997,653.98	538,454.55	1420 Child Development Fees	13,755,942.27	49.63%	14,300,324.00	51.93%	(544,381.73)	11,523,799.78	2,232,142.49	15,869,132.00
(32,229.41)	(25,119.00)	(7,110.41)	(21,229.16)	(11,000.25)	1421 CC Multi-Child Discounts	(289,107.72)	(1.04%)	(252,374.00)	(0.92%)	(36,733.72)	(225,298.15)	(63,809.57)	(277,353.00)
(5,328.89)	(6,234.00)	905.11	(6,023.55)	694.66	1422 Employee Discounts	(68,296.11)	(0.25%)	(77,371.00)	(0.28%)	9,074.89	(61,951.33)	(6,344.78)	(83,605.00)
(13,795.00)	(840.00)	(12,955.00)	0.00	(13,795.00)	1423 ASES Discounts	(55,150.00)	(0.20%)	(5,760.00)	(0.02%)	(49,390.00)	(12,580.00)	(42,570.00)	(6,600.00)
3,468.00	5,363.00	(1,895.00)	1,305.00	2,163.00	1508 Kidzone	106,312.75	0.38%	116,147.00	0.42%	(9,834.25)	19,679.00	66,633.75	124,473.00
21,975.39	36,634.00	(14,658.61)	17,753.59	4,221.80	1518 Strength Training	242,576.35	0.88%	339,174.00	1.23%	(96,597.65)	186,210.92	56,365.43	372,699.00
0.00	0.00	0.00	0.00	0.00	1525 Referee	0.00	0.00%	0.00	0.00%	0.00	1,061.00	(1,061.00)	0.00
10,974.10	3,129.00	7,845.10	2,936.72	8,037.38	1535 Fitness Programs	87,587.78	0.32%	53,778.00	0.20%	33,809.78	78,184.52	9,403.26	56,133.00
7,545.50	10,570.00	(3,024.50)	1,241.90	6,303.60	1540 Sports Programs	382,885.98	1.38%	437,029.00	1.59%	(54,143.02)	250,791.94	132,094.04	452,789.00
27,891.41	39,918.00	(12,026.59)	13,651.04	14,240.37	1550 Aquatics Program	746,726.56	2.69%	682,513.00	2.48%	64,213.56	182,314.06	564,412.50	715,476.00
4,200.00	7,451.00	(3,251.00)	5,502.50	(1,302.50)	1575 Training	36,704.75	0.13%	60,604.00	0.22%	(23,899.25)	32,511.75	4,193.00	66,409.00
2,400.00	19,000.00	(16,600.00)	0.00	2,400.00	1601 Youth In Government	2,400.00	0.01%	59,250.00	0.22%	(56,850.00)	68,212.50	(65,812.50)	78,250.00
41,449.11	57,472.00	(16,022.89)	14,212.74	27,236.37	1625 Community Programs	344,331.84	1.24%	632,192.00	2.30%	(287,860.16)	292,849.67	51,482.17	689,664.00
(16,029.57)	(6,747.00)	(9,282.57)	(10,892.64)	(5,136.93)	1712 Promotions	(188,589.11)	(0.68%)	(149,677.00)	(0.54%)	(38,912.11)	(155,643.93)	(32,945.18)	(155,582.00)
(332.00)	(728.00)	396.00	(431.00)	99.00	1720 Complimentary Memberships	(3,798.00)	(0.01%)	(9,172.00)	(0.03%)	5,374.00	(4,507.32)	709.32	(9,900.00)
3,685.45	953.00	2,732.45	1,185.32	2,500.13	1801 Miscellaneous	30,715.84	0.11%	32,983.00	0.12%	(2,267.16)	58,595.48	(27,879.64)	33,636.00
1,275.00	25.00	1,250.00	1,000.00	275.00	1807 Returned Item/NSF Fee	13,125.00	0.05%	575.00	0.00%	12,550.00	10,925.00	2,200.00	625.00
4,030.00	50.00	3,980.00	310.74	3,719.26	1815 Misc. Fundraising	24,559.76	0.09%	550.00	0.00%	24,009.76	13,286.40	11,273.36	600.00
2,865,509.45	2,741,272.00	124,237.45	2,696,574.03	168,935.42	Net Revenue Totals	27,719,563.45	100.00%	27,535,055.00	100.00%	184,508.45	22,356,581.87	5,362,981.58	30,256,557.00
Expense													
1,511,316.83	1,361,158.00	(150,158.83)	1,131,051.50	(380,265.33)	Salary and Wages	14,753,299.11	53.22%	14,897,630.00	54.10%	144,330.89	13,227,528.78	(1,525,770.33)	16,272,254.00
4,829.59	0.00	(4,829.59)	0.00	(4,829.59)	2160 Bonus Pay	11,890.63	0.04%	0.00	0.00%	(11,890.63)	0.00	(11,890.63)	0.00
359.40	10,000.00	9,640.60	0.00	(359.40)	2175 Temporary - Agencies	37,202.71	0.13%	23,216.00	0.08%	(13,986.71)	14,671.92	(22,530.79)	35,216.00
145,668.53	33,569.00	(112,099.53)	11,633.12	(134,035.41)	2220 Retirement Plan Premiums	728,109.97	2.63%	212,987.00	0.77%	(515,122.97)	458,399.22	(269,710.75)	246,950.00
34,809.59	45,624.00	(10,814.41)	35,101.40	291.81	2245 Employee Insurance Benefits	377,775.52	1.36%	500,539.00	1.82%	122,763.48	531,782.71	154,007.19	546,141.00
109,465.04	99,492.00	(9,973.04)	80,860.50	(28,604.54)	2310 FICA	1,080,013.19	3.90%	1,115,491.00	4.05%	35,477.81	975,366.88	(104,646.31)	1,216,004.00
11,465.77	10,213.00	(1,252.77)	6,627.02	(4,838.75)	2320 Unemployment Insur Prem	111,256.37	0.40%	111,769.00	0.41%	(512.63)	569,634.89	458,378.52	122,079.00
29,330.70	57,625.00	(28,294.30)	27,706.35	(1,624.35)	2330 Worker's Compensation	346,498.15	1.25%	634,087.00	2.30%	(287,588.85)	376,892.25	30,394.10	692,613.00
1,847,245.45	1,617,681.00	(229,564.45)	1,292,979.89	(554,265.56)	Wages and Benefits Total Expense	17,446,045.65	62.94%	17,495,719.00	63.54%	49,673.35	16,154,276.65	(1,291,769.00)	19,131,257.00
6,207.68	5,949.00	(258.68)	1,838.82	(4,368.86)	2510 Office/Misc Supplies	43,121.92	0.16%	64,544.00	0.23%	21,422.08	42,821.43	(300.49)	70,415.00
4,481.61	10,7												

YMCA of Orange County

Association Summary by Minor Account

For the Eleven Months Ending Tuesday, November 30, 2021

Association's Operating Summary

November					YTD								
Act vs Bud		Act vs Prior Yr		Act vs Bud		Act vs Prior Yr		Act vs Prior Yr		Annual			
Actual	Budget	Variance	Prior Year	Variance	Actual	% Rev	Budget	% Rev	Variance	Prior Year	Variance	Budget	
13,577.68	13,008.00	(569.68)	11,112.37	(2,465.31)	2670 Telephone-Cellular	123,484.79	0.45%	141,171.00	0.51%	17,686.21	120,369.78	(3,115.01)	153,984.00
1,162.52	1,047.00	(115.52)	1,738.95	576.43	2710 Postage	12,600.32	0.05%	21,824.00	0.08%	9,223.68	18,352.04	5,751.72	23,552.00
15,377.11	21,400.00	6,022.89	21,542.80	6,165.69	2845 Facility Maintenance	227,971.83	0.82%	281,855.00	1.02%	53,883.17	211,749.53	(16,222.30)	305,151.00
4,542.11	1,856.00	(2,686.11)	784.61	(3,757.50)	2930 Equipment Repairs/Maint	31,208.15	0.11%	25,412.00	0.09%	(5,796.15)	25,170.59	(6,037.56)	27,795.00
23,988.28	33,597.00	9,608.72	4,443.08	(19,545.20)	3012 Promo & Advertising	217,492.81	0.78%	358,098.00	1.30%	140,605.19	195,145.06	(22,347.75)	389,522.00
1,725.39	1,130.00	(595.39)	264.72	(1,460.67)	3013 Community Development	11,633.32	0.04%	25,583.00	0.09%	13,949.68	11,038.61	(594.71)	28,729.00
237.63	168.00	(69.63)	0.00	(237.63)	3110 Campaign Supplies & Recog.	7,649.08	0.03%	34,062.00	0.12%	26,412.92	15,833.90	(8,184.82)	34,386.00
0.00	0.00	0.00	0.00	0.00	3130 Campaign Printing Costs	0.00	0.00%	0.00	0.00%	0.00	14,093.80	14,093.80	0.00
2,825.85	4,309.00	1,483.15	1,670.19	(1,155.66)	3210 Mileage Reimbursement	21,872.43	0.08%	47,962.00	0.17%	26,089.57	31,081.09	9,208.66	52,276.00
5,827.63	3,376.00	(2,451.63)	2,302.79	(3,524.84)	3320 Staff Development/Training	58,149.57	0.21%	72,880.00	0.26%	14,730.43	46,576.51	(11,573.06)	79,508.00
513.92	215.00	(298.92)	0.00	(513.92)	3326 Travel Expense	4,415.01	0.02%	8,264.00	0.03%	3,848.99	6,077.68	1,662.67	8,479.00
524.89	1,050.00	525.11	(209.74)	(734.63)	3336 Volunteer Recog/Training	11,443.18	0.04%	15,585.00	0.06%	4,141.82	2,181.25	(9,261.93)	15,635.00
7,311.56	5,846.00	(1,465.56)	1,372.24	(5,939.32)	3337 Staff Recognition	32,283.53	0.12%	76,931.00	0.28%	44,647.47	34,806.18	2,522.65	91,409.00
8,121.24	7,383.00	(738.24)	3,049.07	(5,072.17)	3345 Meeting Expense	37,177.43	0.13%	49,650.00	0.18%	12,472.57	29,336.90	(7,840.53)	54,440.00
9,029.61	7,022.00	(2,007.61)	8,081.20	(948.41)	3360 Dues & Subscriptions	65,708.99	0.24%	58,468.00	0.21%	(7,240.99)	53,003.25	(12,705.74)	64,054.00
43,344.81	12,614.00	(30,730.81)	22,361.86	(20,982.95)	3418 Adv Guide Event Exp	211,676.92	0.76%	111,035.00	0.40%	(100,641.92)	130,349.84	(81,327.08)	124,269.00
79,494.92	63,583.00	(15,911.92)	45,003.62	(34,491.30)	3425 Program Expense	596,438.64	2.15%	686,806.00	2.49%	90,367.36	379,106.69	(217,331.95)	759,094.00
94,629.22	51,550.00	(43,079.22)	55,478.99	(39,150.23)	3429 Admission/Prog. Venue Costs	1,155,998.49	4.17%	790,970.00	2.87%	(365,028.49)	544,204.24	(611,794.25)	888,340.00
8,464.71	211.00	(8,253.71)	60.34	(8,404.37)	3459 Staff Uniforms	45,593.49	0.16%	45,210.00	0.16%	(383.49)	6,013.95	(39,579.54)	54,064.00
0.00	0.00	0.00	0.00	0.00	3482 Accreditation Expense	953.00	0.00%	0.00	0.00%	(953.00)	0.00	1,971.00	0.00
21,122.99	25,428.00	4,305.01	15,207.00	(5,915.99)	3492 Nutrition	192,060.67	0.69%	301,810.00	1.10%	109,749.33	168,068.75	(23,991.22)	329,812.00
0.00	3,500.00	3,500.00	0.00	0.00	3520 Transportation	77,667.27	0.28%	107,831.00	0.39%	30,163.73	8,527.07	(110,806.00)	110,806.00
3,847.93	0.00	(3,847.93)	392.49	(3,455.44)	3915 Misc. Fundraising Expense	15,142.22	0.05%	0.00	0.00%	(15,142.22)	8,433.68	(6,708.54)	0.00
3,625.15	1,679.00	(1,946.15)	1,042.35	(2,582.80)	4320 Employment Advertising	37,730.33	0.14%	38,432.00	0.14%	701.67	17,702.24	(20,028.09)	39,968.00
8,503.44	6,045.00	(2,458.44)	3,338.17	(5,165.27)	4360 Hiring Costs	85,463.69	0.31%	89,792.00	0.33%	4,328.31	42,189.56	(43,274.13)	107,593.00
3,416.93	884.00	(2,532.93)	1,034.23	(2,382.70)	5050 Equipment/Asset Purchases	16,247.34	0.06%	19,246.00	0.07%	2,998.66	21,165.24	4,917.90	19,455.00
(22,750.32)	1,087.00	23,837.32	26,826.07	49,576.39	5310 Write-off Bad Debt	19,783.73	0.07%	17,117.00	0.06%	(2,666.73)	74,934.88	55,151.15	24,720.00
381,759.91	317,377.00	(64,382.91)	267,555.72	(114,204.19)	Flex Expenses Sub-Total	3,767,774.03	13.59%	3,966,262.00	14.40%	198,487.97	2,674,783.19	(1,092,990.84)	4,380,432.00
13,696.50	22,500.00	8,803.50	26,491.50	12,795.00	2410 Legal Fees	145,863.64	0.53%	247,500.00	0.90%	101,636.36	125,890.46	(19,973.18)	270,000.00
3,550.00	0.00	(3,550.00)	0.00	(3,550.00)	2415 Audit Fees	45,326.50	0.16%	55,000.00	0.20%	9,673.50	41,400.00	(3,926.50)	60,000.00
17,493.00	9,000.00	(8,493.00)	5,230.00	(12,263.00)	2450 Consulting Fees	168,830.50	0.61%	105,689.00	0.38%	(63,141.50)	209,217.72	40,387.22	114,689.00
44,393.03	47,616.00	3,222.97	58,545.58	14,152.55	2480 DP Service/Maint Contrct	565,802.58	2.04%	651,132.00	2.36%	85,329.42	754,563.05	188,760.47	698,501.00
86,682.87	95,372.00	8,689.13	87,136.75	453.88	2810 Facility Rent	949,906.75	3.43%	1,049,551.00	3.81%	99,644.25	971,461.20	21,554.45	1,146,423.00
4,154.15	2,919.00	(1,235.15)	3,925.17	(228.98)	2811 Facility Rent Offsite Storage	40,683.16	0.15%	38,191.00	0.14%	(2,492.16)	38,718.55	(1,964.61)	41,110.00
8.00	8.00	0.00	0.00	(8.00)	2820 Bldg Licenses & Permits	372.00	0.00%	811.00	0.00%	439.00	1,021.50	649.50	972.00
28,469.38	32,494.00	4,024.62	29,377.16	907.78	2831 Electricity	370,675.73	1.34%	398,876.00	1.45%	28,200.27	330,177.90	(40,497.83)	433,517.00
14,133.62	9,262.00	(7,207.62)	8,594.65	(5,538.97)	2832 Gas	104,264.28	0.38%	100,453.00	0.36%	(3,811.28)	69,330.74	(34,933.54)	111,302.00
3,944.08	7,182.00	3,237.92	6,858.58	2,914.50	2833 Water and Sewer	50,627.32	0.18%	66,534.00	0.24%	15,906.68	60,616.95	9,989.63	71,343.00
3,239.99	3,051.00	(188.99)	2,621.83	(618.16)	2834 Refuse Collection	33,010.32	0.12%	33,540.00	0.12%	529.68	32,729.40	(280.92)	36,591.00
7,755.00	5,026.00	(2,729.00)	4,871.91	(2,883.09)	2843 Landscape Maint	56,690.03	0.20%	54,759.00	0.20%	(1,931.03)	56,143.07	(546.96)	62,185.00
13,342.29	4,962.00	(8,380.29)	1,069.13	(12,273.16)	2844 Contracted Maintenance	84,809.86	0.31%	55,570.00	0.20%	(29,239.86)	110,127.02	25,317.16	60,432.00
4,681.94	7,474.00	2,792.06	5,694.00	1,012.06	2849 Pool Repairs & Maintenance	89,587.40	0.32%	86,725.00	0.31%	(2,862.40)	97,967.27	(15,620.13)	94,199.00
2,525.89	1,018.00	(1,507.89)	5,974.07	3,448.18	2850 Real And Personal Taxes	6,785.23	0.02%	9,740.00	0.04%	2,954.77	16,372.01	9,586.78	11,074.00
9,387.43	9,438.00	50.57	13,331.71	3,944.28	2870 School Fees	82,974.94	0.30%	83,361.00	0.30%	386.06	106,468.17	23,493.23	92,527.00
95,659.00	31,309.00	(64,350.00)	0.00	(95,659.00)	2880 Property/Liability Insurance	435,672.93	1.57%	304,841.00	1.11%	(130,831.93)	425,280.00	(10,392.93)	335,900.00
8,244.00	8,244.00	0.00	10,670.00	2,426.00	2885 SIR Expense	76,030.72	0.27%	80,316.00	0.29%	4,285.28	127,407.00	51,376.28	88,422.00
11,374.01	14,375.00	3,000.99	7,529.37	(3,844.64)	2911 Equipment Lease/Rental	140,305.44	0.51%	157,210.00	0.57%	16,904.56	150,777.64	10,472.20	171,528.00
514.23	0.00	(514.23)	5.39	(508.84)	3426 Program Enhancements	583.65	0.00%	0.00	0.00%	(583.65)	1,493.85	910.20	0.00
0.00	0.00	0.00	0.00	0.00	3433 Special Funding/Grant Expenses	185.54	0.00%	0.00	0.00%	(185.54)	4,397.25	4,211.71	0.00
3,301.26	3,861.00	559.74	2,695.75	(605.51)	3486 Program License & Permits	92,277.64	0.33%	116,214.00	0.42%	23,936.36	98,661.32	6,383.68	119,040.00
3,046.67	2,497.00	(549.67)	0.00	(3,046.67)	3510 Vehicle Insurance	28,566.34	0.10%	29,717.00	0.11%	1,150.66	25,074.00	(3,492.34)	32,214.00
3,915.48	2,540.00	(1,375.48)	1,139.15	(2,776.33)	3541 Veh License/Gas/Repair	40,852.40	0.15%	32,753.00	0.12%	(8,099.40)	26,156.62	(14,695.78)	36,507.00
3.00	0.00	(3.00)	0.00	(3.00)	3610 Cash Over/Short	21.84	0.00%	0.00	0.00%	(21.84)	78.64	56.80	0.00
2,661.75	2,547.00	(114.75)	3,439.85	778.10	3620 Bank Fees	30,951.02	0.11%	28,359.00	0.10%	(2,592.02)	32,078.77	1,127.75	30,979.00
34,219.28	38,480.00	4,260.72	22,810.95	(11,408.33)	3625 Credit Card Eft Proc Fees	343,689.65	1.24%	388,770.00	1.41%	45,080.35	284,362.92	(59,326.73)	426,725.00
80.47	0.00	(80.47)	41.06	(39.41)	3640 Late/Financing Charges	245.97	0.00%	0.00	0.00%	(245.97)	971.90	725.93	0.00
1,185.23	1,456.00	270.77	527.54	(657.69)	3660 Courier Service - Regular	12,061.15	0.04%	15,495.00	0.06%	3,433.85	11,207.80	(853.35)	17,501.00
0.00	0.00	0.00	474.00	474.00	3690 Misc Admin Expense	363.13	0.00%	1,430.00	0.01%	1,066.87	4,410.60	4,047.47	1,475.00
0.00	0.00	0.00	0.00	0.00	3698 Contributions - Other NP	2,562.50	0.01%	500.00	0.00%	(2,062.50)	11,500.00	8,937.50	500.00
35,064.00	30,064.00	(5,000.00)	37,122.00	2,058.00	3710 Fair Share	305,447.00	1.10%	300,447.00	1.09%	(5,000.00)	262,474.00	(42,973.00)	330,246.00
195.68	0.00	(195.68)	0.00	(195.68)	3899 Special Event Expense	115,336.82	0.42%	97,291.00	0.35%	(18,045.82)	494.57	(114,842.25)	97,291.00
(0.98)	0.00	0.98	0.00	0.98	3912 Sales Tax	5.4							

YMCA of Orange County

Association Summary by Minor Account

For the Eleven Months Ending Tuesday, November 30, 2021

Association's Operating Summary

November					YTD								
Actual	Budget	Act vs Bud Variance	Prior Year	Act vs Prior Yr Variance		Actual	% Rev	Budget	% Rev	Act vs Bud Variance	Prior Year	Act vs Prior Yr Variance	Annual Budget
(2,445.80)	(5,685.00)	3,239.20	(5,569.82)	3,124.02	5215 Interest Expense-External	(49,626.51)	(0.18%)	(64,445.00)	(0.23%)	14,818.49	(59,727.57)	10,101.06	(72,013.00)
(68,814.34)	(61,959.00)	(6,855.34)	(48,221.13)	(20,593.21)	0399 Scholarships Awarded	(713,504.76)	(2.57%)	(752,979.00)	(2.73%)	39,474.24	(455,293.83)	(258,210.93)	(817,938.00)
0.00	(2,083.00)	2,083.00	0.00	0.00	0355 Cares/PDF Funding Alloc	0.00	0.00%	(22,917.00)	(0.08%)	22,917.00	0.00	0.00	(25,000.00)
(7,764.33)	0.00	(7,764.33)	0.00	(7,764.33)	2812 In-Kind Rent	(85,407.63)	(0.31%)	0.00	0.00%	(85,407.63)	0.00	(85,407.63)	0.00
5,718.80	6,002.00	(283.20)	3,902.08	1,816.72	1810 Interest	52,879.80	0.19%	66,023.00	0.24%	(13,143.20)	69,737.98	(16,858.18)	72,023.00
22,799.37	20,000.00	2,799.37	18,168.48	4,630.89	1811 Dividend Income	278,462.64	1.00%	220,000.00	0.80%	58,462.64	287,934.68	(9,472.04)	240,000.00
(187,538.09)	0.00	(187,538.09)	744,552.68	(932,090.77)	1994 Investment Valuation Change	789,017.51	2.85%	0.00	0.00%	789,017.51	(443,536.55)	1,232,554.06	0.00
(1,628.05)	0.00	(1,628.05)	515.66	(2,143.71)	1995 Short Term Gain on Investment	(34,653.24)	(0.13%)	0.00	0.00%	(34,653.24)	(308,556.12)	273,902.88	0.00
(1,520.12)	0.00	(1,520.12)	12,910.53	(14,430.65)	1996 Long Term Gain on Investment	376,579.72	1.36%	0.00	0.00%	376,579.72	(13,554.48)	390,134.20	0.00
15.53	0.00	15.53	0.00	15.53	1998 Gain(Loss) On Sale Of Assets	(811,600.89)	(2.93%)	0.00	0.00%	(811,600.89)	(38,101.66)	(773,499.23)	0.00
4,130.06	(891.00)	5,021.06	(9,364.14)	13,494.20	1999 Gain(Loss)-Invest. In Subsidiary	(85,434.89)	(0.31%)	(71,287.00)	(0.26%)	(14,147.89)	(94,136.57)	8,701.68	(98,360.00)
19,630.77	0.00	19,630.77	0.00	19,630.77	2250 Vacation Accrual Expense	(184,772.10)	(0.67%)	0.00	0.00%	(184,772.10)	0.00	(184,772.10)	0.00
(4,018.14)	(5,000.00)	981.86	(17.74)	(4,000.40)	3630 Investment Fees	(40,281.00)	(0.15%)	(55,000.00)	(0.20%)	14,719.00	(35,766.51)	(4,514.49)	(60,000.00)
0.00	(20,833.00)	20,833.00	0.00	0.00	3694 Other OneTime/NonRecurring Exp	(127,527.73)	(0.46%)	(229,167.00)	(0.83%)	101,639.27	0.00	(127,527.73)	(250,000.00)
(4,570.50)	(20,833.00)	16,262.50	0.00	(4,570.50)	3696 Strategic Initiative Costs	(68,004.50)	(0.25%)	(229,167.00)	(0.83%)	161,162.50	0.00	(68,004.50)	(250,000.00)
0.00	0.00	0.00	(23,593.38)	23,593.38	3697 One-Time Non-Recurring (COVID-19 Expense)	(19,512.30)	(0.07%)	0.00	0.00%	(19,512.30)	(853,379.29)	833,866.99	0.00
(306,687.88)	(187,832.00)	118,855.88	590,025.04	896,712.92	Total Non-Operating Expenses	(1,678,976.98)	(6.06%)	(2,218,188.00)	(8.06%)	(539,211.02)	(3,214,220.22)	(1,535,243.24)	(2,429,891.00)
<u>(\$158,210.37)</u>	<u>\$223,588.00</u>	<u>(\$381,798.37)</u>	<u>\$1,373,700.77</u>	<u>(\$1,531,911.14)</u>	Net Outcome	<u>\$339,624.88</u>	<u>1.23%</u>	<u>(\$811,124.00)</u>	<u>(2.95%)</u>	<u>\$1,150,748.88</u>	<u>(\$4,212,500.78)</u>	<u>\$4,552,125.66</u>	<u>(\$758,389.00)</u>

YMCA of Orange County
Statement of Financial Position-Fund 1
11/30/2021

Balance Sheet			Balance Sheet		
Year End 12/31/2020	YTD Change		1 Year Ago 11/30/2020	Prior Mo. 10/31/2021	Current Mo. 11/30/2021
ASSETS					
Current Assets					
\$2,667,724	\$7,433,683	Cash and cash equivalents	\$3,247,352	\$9,897,511	\$10,101,407
11,758,136	1,480,459	Investments	11,422,713	13,347,259	13,238,595
2,326,767	2,260,849	Accounts Receivable - Net Allowance	2,303,886	4,905,185	4,587,616
10,000	26,441	Annual Pledges Receivable - Net Allowance	88,098	35,384	36,441
(8,457)	10,657	Deposits and Prepaid Rent	2,200	2,200	2,200
0	101,481	Prepaid Insurance	(192)	178,099	101,481
317,116	(147,342)	Other Prepaid Expenses	245,153	192,657	169,774
<u>17,071,286</u>	<u>11,166,228</u>	Total Current Assets	<u>17,309,210</u>	<u>28,558,295</u>	<u>28,237,514</u>
Other Assets					
13,375,119	(7,203,479)	Property, Plant and Equipment, Net	13,483,434	6,194,201	6,171,640
(9,230,727)	2,518,271	Inter-branch/Inter-fund Items	(7,567,848)	(6,933,164)	(6,712,456)
<u>4,144,392</u>	<u>(4,685,208)</u>	Total Other Assets	<u>5,915,586</u>	<u>(738,963)</u>	<u>(540,816)</u>
<u>\$21,215,678</u>	<u>\$6,481,020</u>	Total Assets	<u>\$23,224,796</u>	<u>\$27,819,332</u>	<u>\$27,696,698</u>
LIABILITIES AND NET ASSETS					
Current Liabilities					
\$953,968	(\$183,046)	Accounts Payable	\$967,152	\$752,461	\$770,922
2,190,526	542,780	Accrued Payroll and Employee Benefits	1,978,635	2,720,675	2,733,306
384,395	335,284	Program Fees Received In Advance - Other	2,146,231	708,114	719,679
86,497	4,661,978	Notes Payable - Current Portion	92,733	4,748,475	4,748,475
<u>3,615,386</u>	<u>5,356,996</u>	Total Current Liabilities	<u>5,184,751</u>	<u>8,929,725</u>	<u>8,972,382</u>
Long-term Liabilities					
300,000	(190,697)	Self-Insurance Liability and Other Reserves	182,829	115,884	109,303
1,793,109	984,547	Notes Payable	1,821,543	2,774,026	2,777,656
<u>2,093,109</u>	<u>793,850</u>	Total Long-Term Liabilities	<u>2,004,372</u>	<u>2,889,910</u>	<u>2,886,959</u>
<u>5,708,495</u>	<u>6,150,846</u>	Total Liabilities	<u>7,189,123</u>	<u>11,819,635</u>	<u>11,859,341</u>
Net Assets					
(4,646,854)	5,071,914	Current Operations - YMCA (excl. Tipper, LLC)	(4,118,364)	587,400	425,060
20,154,037	(4,741,740)	Unrestricted/Temporarily/Permanently Restricted	20,154,037	15,412,297	15,412,297
<u>15,507,183</u>	<u>330,174</u>	Total Net Assets	<u>16,035,673</u>	<u>15,999,697</u>	<u>15,837,357</u>
<u>\$21,215,678</u>	<u>\$6,481,020</u>	Total Liabilities And Net Assets	<u>\$23,224,796</u>	<u>\$27,819,332</u>	<u>\$27,696,698</u>

Cash & Investments Footnote:					
2,667,724	7,433,683	Available Operating Cash	3,247,352	9,897,511	10,101,407
11,758,136	1,480,459	Investments	11,422,713	13,347,259	13,238,595

Young Mens Christian Association - Orange County

12-Month Cash Flow

Period Beginning	1/1/21	2/1/21	3/1/21	4/1/21	5/1/21	6/1/21	7/1/21	8/1/21	9/1/21	10/1/21	11/1/21
Period Ending	1/31/21	2/28/21	3/31/21	4/30/21	5/31/21	6/30/21	7/31/21	8/31/21	9/30/21	10/31/21	11/30/21
Cash at Beginning of Period	2,667,724	2,276,026	6,065,099	10,214,303	10,112,930	9,674,353	10,056,609	10,121,047	11,798,235	11,913,215	9,897,511
Cash at End of Period	2,276,026	6,065,099	10,214,303	10,112,930	9,674,353	10,056,609	10,121,047	11,798,235	11,913,215	9,897,511	10,101,407

Operations	Jan'21	Feb'21	Mar'21	Apr'21	May'21	Jun'21	Jul'21	Aug'21	Sep'21	Oct'21	Nov'21
Cash receipts from											
Childcare revenue	1,078,558	910,981	1,026,533	1,093,254	1,463,284	1,826,506	1,645,252	1,650,363	1,691,118	1,790,961	2,202,089
Membership revenue	354,257	439,229	467,345	578,570	589,729	706,521	607,041	679,128	690,084	538,773	523,879
Donations/Grants/Misc.	278,115	368,861	268,973	331,884	230,503	340,631	247,048	36,549	686,315	84,100	111,228
Cash paid for											
Labor expenses	(1,335,747)	(1,360,303)	(1,315,967)	(1,375,075)	(1,445,178)	(1,387,083)	(1,499,920)	(1,492,240)	(1,854,488)	(2,141,420)	(1,827,438)
Facility expenses	(218,514)	(228,541)	(217,562)	(227,485)	(250,409)	(256,589)	(269,487)	(340,660)	(304,454)	(352,753)	(343,987)
Operating expenses	(507,895)	(491,950)	(776,749)	(447,532)	(437,955)	(785,009)	(617,630)	(603,734)	(722,726)	(527,931)	(413,779)
Interest expense	(15,117)	(28,724)	(586)	(16,391)	(17,887)	(14,903)	(14,373)	(14,797)	(14,745)	(19,525)	(2,446)
Misc.										(39,769)	
Net Cash Flow from Operations	(366,343)	(390,447)	(548,013)	(62,775)	132,088	430,075	97,932	(85,392)	171,105	(667,564)	249,546

Investing Activities

Cash receipts from											
Sale of property and equipment		4,216,960		500		100		1,777,742		950	150
Sale of investment securities											
Interest earned	90	3	233	3	2,943	1,426	1,474	1,474	3	2,899	1,428
Cash paid for											
Purchase of property and equipment	(11,479)	(8,001)	(51,490)	(25,026)	(58,999)	(35,166)	(20,257)	(2,350)	(41,789)	(35,119)	(47,227)
Purchase of investment securities											
Misc.											
Net Cash Flow from Investing Activities	(11,389)	4,208,963	(51,257)	(24,523)	(56,056)	(33,640)	(18,783)	1,776,866	(41,786)	(31,270)	(45,650)

Financing Activities

Cash receipts from											
Borrowing			4,748,475							2,750,000	
Cash paid for											
Repayment of loans	(13,966)	(29,442)		(14,075)	(514,609)	(14,180)	(14,710)	(14,286)	(14,339)	(4,066,870)	
Net Cash Flow from Financing Activities	(13,966)	(29,442)	4,748,475	(14,075)	(514,609)	(14,180)	(14,710)	(14,286)	(14,339)	(1,316,870)	0

Net Cash Flow	(391,699)	3,789,073	4,149,205	(101,373)	(438,577)	382,255	64,439	1,677,188	114,980	(2,015,705)	203,896
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Young Mens Christian Association - Orange County

Cash Flow Statement - Fund 1

For the Period Ending 10/31/2021
Cash at Beginning of Period 9,897,511

Operations

Cash receipts from	
Childcare revenue	2,202,089
Membership revenue	523,879
Donations/Grants/Misc.	111,228
Cash paid for	
Labor expenses	(1,827,438)
Facility expenses	(343,987)
Operating expenses	(413,779)
Interest expense	(2,446)
Misc.	
Net Cash Flow from Operations	249,546

Investing Activities

Cash receipts from	
Sale of property and equipment	150
Sale of investment securities	
Interest earned	1,428
Cash paid for	
Purchase of property and equipment	(47,227)
Purchase of investment securities	
Misc.	
Net Cash Flow from Investing Activities	(45,650)

Financing Activities

Cash receipts from	
Borrowing	
Cash paid for	
Repayment of loans	
Net Cash Flow from Financing Activities	0

Net Increase in Cash	203,896
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Cash at End of Period 10,101,407